

SUPPORT SERVICES JOB AID

NAF Human Resources Announce/Fill NAF Position Vacancies

WHEN TO DO THIS TASK

- When you must announce and immediately fill a vacancy/open job position.
- When you must select for a lead-time opening.
- When you must select between more than one qualified applicant.
- When one of your positions is to be vacated.

REFERENCES

- CNICINST 5300.2, Commander Navy Installations Command Nonappropriated Fund Personnel Manual.
- OPNAVINST 1700.9 (series), Child Development Programs.
- Human Resource Training Reports, Business and Legal Reports, Inc., Madison, CT, 1996. (series)
- Behavior Description Interviewing, T. Janz and G. Mooney, HRD Press, Amherst, MA, 1991.
- Quality Interviewing, Robert B. Maddux, Crisp Publications, Los Altos, CA, 1986.

REFERENCES

(cont.)

- Department of the Navy (DON)/Department of Defense (DoD) and higher authority policies, regulations, and laws regarding prevention of discrimination in hiring practices.
- Command and FFR policies, regulations, and standard operating procedures (SOPs) outlining the proper factors to consider while interviewing and/or selecting applicants.

**SUPPLIES/
RESOURCES**

- A locally developed interview form/scoring sheet for one-on-one and panel interviews.
 - A list of NAF Human Resources (HR) Office/Equal Employment Opportunity (EEO) reviewed and approved interview questions relative to the nature of the open position.
 - Hiring packets.
 - Preference forms for involuntarily (but honorably) separated military members, veterans, and spouses.
 - An interviewing area.
 - Typical correspondence and communication equipment.
 - Typical office supplies.
 - Testing equipment and supplies applicable to the nature of the open position.
 - Position descriptions (PDs) for the open position.
 - Command, Department, Program, and local area/ community information handouts/brochures. (e.g., Welcome-Aboard packets, etc.)
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**THIS TASK
IS DONE
CORRECTLY
WHEN**

- Decisions to fill vacated positions are based on the needs of the FFR Department and Program.
 - Each decision to fill a position is preceded by a "quick & dirty" review of your FFR Program to confirm that you have the most effective staff level and composition to accomplish your mission.
 - Vacant positions are widely and fairly advertised.
 - The advertising, interviewing and hiring procedures are in compliance with EEO regulations and Affirmative Action guidelines.
 - The "most qualified" applicant is selected in compliance with Federal, DON/DoD, FFR and local rules and regulations. (See Enclosure 1 at the end of this task.)
 - Job interviews are conducted in a timely manner.
 - Vacant positions are promptly filled with the "best qualified" applicant.
 - All new hire administrative steps are completed in a manner which is:
 - Legal.
 - Civil and courteous.
 - Fair and impartial.
 - Expeditious.
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NOTES

This task is performed anytime a position is vacated, or when it is known that the position will become vacant and the needs of the FFR Program, business or office require that the position be filled.

Every FFR Department, working with its FFR Program managers, is encouraged (although not required) to develop an FFR billet or staffing list by MWR Program, business or office showing each staff member's name, position, pay-band/grade and step (or equivalent step figure) and employment category.

- Regular Full-Time
- Regular Part-Time
- Flexible (whether regularly scheduled or unscheduled)

While assigned appropriated fund (APF) Civil Service personnel (GS, GM, WG) and assigned military are NOT part of the FFR NAF staff allowance, they should be shown on the Manpower document (see online learning event APF Financial Management).

There are many steps involved in announcing and filling a vacancy which require the efforts of FFR Program managers and staff, the HR Office and the other FFR support staff members, and often, senior management. It is important that you review and customize the steps in this task to agree with your local policies, procedures, organization, and practices.

Selecting the best applicant to represent your FFR Program to your internal and external customers is a major element in the success of your Program. This identification and selection is a difficult managerial task, with both legal and political repercussions for performing the task inappropriately or incorrectly.

**NOTES
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More and more successful private sector companies are directing their recruitment focus toward attitude and behavior. This is not to say that they ignore the knowledge, skill, ability, and experience requirements of the job. Instead, they find that when they select a *"customer service oriented"* applicant, they can more easily teach/train and reinforce the necessary job skills rather than attempting to reshape a new hire's characteristics to obtain the desired and appropriate job "attitudes" and "behaviors".

While our FFR rules/regulations are more stringent and self-regulatory than those in the private sector, our rules do **NOT** preclude you from adopting a similar hiring philosophy. *Most* FFR positions do not require the highly skilled, highly experienced and highly paid applicant. Therefore, you should consider specifying, interviewing for, and hiring for desirable "attitudes" and "behaviors"; then train and reinforce the necessary job "how-to's" afterwards.

Your FFR NAF HR Office will be involved in various parts of the vacancy announcement and applicant pre-qualification process. You should expect that they send you a list of pre-qualified applicants for you to begin your interview/selection process.

If you interview job applicants, you must ensure interviews are conducted in a fair and equitable manner. Following the steps in this task will prevent, or at least minimize possible hiring repercussions.

**NOTES
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There are three general classes of FFR positions for which you may be interviewing and selecting applicants.

- The first group includes highly/technically skilled and experienced staff. Such applicants are typically offered regular, full-time employee status with full benefits. Entire FFR Programs are guided and shaped by, supervised, and managed on the knowledge, skills, abilities, personal characteristics, experience, attitudes, and behaviors of these staff members.
- The second group includes some level of technical knowledge, skill, abilities, experience, attitudes, and behaviors. These are typically filled by applicants willing to work a more limited schedule and without a full benefits package.
- The third group require little or no technical knowledge, skills, abilities, and experience and require on-the-job training. These positions are traditionally filled by flexible schedule staff members and include few benefits.

The rub is that the staff members in the second and third groups are those who traditionally have the most contact with the majority of your Program's customers/patrons. ***Therefore, these are the positions that MOST need to be filled with applicants possessing appropriate "attitudes" and "behaviors".***

While you may not ***need*** to conduct traditional, structured interviews as part of the selection process for some of your vacancies/jobs, it may be to your advantage to interview anyway, as the interview gives you an opportunity to learn about the people who may become part of your "team".

**NOTES
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Some FFR positions have traditionally high turn-over and you may need to fill these slots as quickly as possible then provide on-the-job training. Though you may not need to look for specific knowledge, skills, and experience, you should interview to identify desired staff factors such as:

- honesty
- availability
- appropriate grooming standards
- sense of humor
- manners
- flexibility
- adaptability
- integrity
- reliability
- physical impression
- approachability
- poise
- willingness
- affability

(i.e., "behaviors", "attitudes", and "characteristics").

You should communicate (schmooze) frequently with your NAF HR Office to ensure they maintain and can provide an up-to-date list of qualified applicants for these "fill-quickly" positions--those which have frequent openings due to traditionally high turnover.

You will find that many of the steps in this task apply to the higher level jobs and that you will skip these when replacing must fill positions in the high turnover areas.

Lastly, since your direct reports or key staff leaders may likely be your new hires' direct supervisory link, they should be involved in the interview and selection processes.

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PROCEDURE

Step 1 Review the following when you first become aware that one or more of your FFR Program, business or office positions/jobs will become vacant.

- ☐ Program, business or office workloads. This may require a brief review of the following:
 - Strategic plan for your program.
 - Short/long-term plans for your program.
 - Current program goals and objectives.
 - Current program (activities/events) calendar.
 - Recent customer/patron usage/sales data.
- ☐ Duties and responsibilities of the position.
- ☐ Knowledge, skill, abilities, behaviors, attitudes, physical requirements, special certification/clearance requirements, and the environmental conditions necessary to accomplish the duties and responsibilities of the position.
- ☐ The minimum current qualifications needed to perform the job to acceptable standards.
- ☐ Your current staffing strategy.
- ☐ Your budget-to-actual in the payroll and benefits accounts.
- ☐ Current grade level/pay-band range and level.
- ☐ Current job category and series.
- ☐ The most recent PD.
- ☐ Local policy/instruction(s) for filling NAF vacancies.

NOTE:

All these include data you should use to make an informed decision whether to fill, gap, or abolish the vacancy.

This step does not require a detailed or exhaustive study of each of these documents or program elements. It is important that you briefly review each vacancy in the light of overall operations, current and future plans, and available resources.

Deciding whether or not to fill many FFR vacancies is simple, requiring no study. If not filling a vacancy will immediately disrupt business and endanger staff and/or customers/patrons, or violate regulation or rule, then expeditiously fill the position!

Step 2 Review the following questions to decide how to best manage the upcoming position vacancy.

HIRING DECISION QUESTIONS

- ☐ Can the position be filled with an APF billet? (If **YES**, Stop Here, and process through your Human Resources Office [HRO].)
- ☐ Will the position continue to be funded?
- ☐ Should the position continue to be funded?
- ☐ Must the position be filled?
- ☐ Can the tasks be accomplished by the present work force?
- ☐ Can the position be filled by transferring a staff member from another Program, business or office?
 - Staff member has same/comparable PD.
 - Staff member has same job or pay band series, category and grade.
 - Staff member's present duties are no longer or nearly no longer needed.
 - Staff member's remaining duties can be divided among other positions/jobs, thereby freeing the identified staff member for transfer to the vacated position.
- ☐ Can the position be filled with a lower paid staff member?
- ☐ What is the most cost effective way to accomplish the job?
 - Lower paid staff member(s)
 - Flexible staff member(s)
- ☐ Can a series of promotions fill the continuing duty performance needs while netting an economy in overall reduced payroll?
- ☐ Should the position be upgraded or pay increased to reflect actual duties and responsibilities and/or to attract better qualified applicants?

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| <p>NOTE: These questions are provided as food for thought. You will most likely have other considerations that factor into your decision to fill, gap or abolish vacated positions/jobs.</p> <p>You should review, and if needed, update the PD, then make a decision to fill, gap, or abolish the position.</p> |
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Step 3 Determine if the PD needs to be updated.

- ☐ Skip this step if you:
- Can't continue to fund the position.
 - Are going to intentionally gap (not fill) the vacancy for a prolonged period.
 - Are going to recommend that the position be abolished or transferred.
- ☐ Visualize the job as it is now.
- ☐ Visualize the job as it was in the recent past, if at all different than it is right now.
- ☐ Visualize the job as it needs to be in the future, if at all different than it is right now. (See Tasks 2.3, 2.4, and 6.1.)
- ☐ Review and compare the current PD to the actual job (past, present, and future).

| IF THE POSITION DESCRIPTION: | THEN: |
|---|---|
| Fully and accurately describes all major duties and responsibilities of the job | 1. Go to Step 4. |
| Needs to be updated | 1. Accomplish the steps in Task 6.13, <u>Prepare/Update Position Descriptions</u> . 2. Go to Step 4. |

NOTE: Updating a PD is typically done for two reasons:

- (1) To specify minor changes in the duties and responsibilities of the position which do **NOT** require the job to be reclassified.
- (2) To specify significant changes in the duties and responsibilities of the position, the scope of which suggests/requires that the job be reclassified.

Reclassification is a complex procedure requiring assistance from your immediate supervisor and the FFR NAF HR Office.

SUPPORT SERVICES JOB AID

Step 4 Determine the need to fill the vacancy at this time.

| IF THE POSITION IS: | AND: | THEN: |
|--|---------------------------------|--|
| Required by policy or regulation | Funding is available | <ol style="list-style-type: none"> 1. Fill the vacancy. 2. Go to Step 6. |
| | Funding is NOT available | <ol style="list-style-type: none"> 1. Cite regulation. 2. Reclama the requirement, if applicable. 3. Seek relief through your immediate supervisor and the chain of command to obtain additional funding or waivers, or to make adjustments to the program. 4. Record outcomes in Memo for the Record. |
| Essential to the mission - OR - An essential supervisory or management position | Funding is available | <ol style="list-style-type: none"> 1. Fill the vacancy. 2. Go to Step 6. |
| | Funding is NOT available | <ol style="list-style-type: none"> 1. Prepare and submit narrative describing the essential nature of the position. (Reclama results, if applicable.) 2. Seek relief through your immediate supervisor and the chain of command to obtain additional funding or to make adjustments to the program. 3. Record outcomes in Memo for the Record. |
| One which the sustained vacancy will NEGATIVELY impact your activities, events, products, and/or services | Funding is available | <ol style="list-style-type: none"> 1. Fill the vacancy. 2. Go to Step 6. |
| | Funding is NOT available | <ol style="list-style-type: none"> 1. Prepare and submit a narrative describing the impact on customers/patrons. (Reclama results, if applicable. Be specific and quantitative when describing necessary reductions in activities, events, products and services.) 2. Seek relief through your immediate supervisor and the chain of command to obtain additional funding or to make adjustments to the program. 3. Record outcomes in Memo for the Record. |
| One which the sustained vacancy will NOT negatively impact your activities, events, products, and/or services | Funding is available | <ol style="list-style-type: none"> 1. Review your current staffing strategy. (See Task 6.1.) 2. Justify the BEST use of your financial resources, whether within your FFR Program OR elsewhere within the FFR Department. 3. Decide whether to gap or abolish the position for the time being. 4. Go to Step 5. |
| | Funding is NOT available | <ol style="list-style-type: none"> 1. No brainer, press on with Step 5! |

Step 5 Notify the FFR Director, by memo, via your immediate supervisor and the FFR support staff that you wish to "gap" or "abolish" the position at this time.

| IF: | THEN INCLUDE IN MEMO: |
|-------------------|--|
| Gapping | <input type="checkbox"/> The date of the position vacancy. <input type="checkbox"/> Why the position need NOT be filled at this time. Examples: <ul style="list-style-type: none"> • Temporary reduction in base population. • Seasonal restrictions. • Ship, squadron, unit deployments. • Environmental reasons. (e.g., renovation, damage, etc.) <input type="checkbox"/> How long the position can remain vacant. <input type="checkbox"/> Recommendation on the status of the billet. Examples: <ul style="list-style-type: none"> • Temporarily retain on the billet structure, unfilled. • Temporarily transfer the billet to another facility, program, business or office within the FFR Department. • Leave unfilled for "X" days/months. <input type="checkbox"/> The future date you anticipate filling the vacancy, if known. |
| Abolishing | <input type="checkbox"/> The date of the position vacancy. <input type="checkbox"/> Why the position need NOT be filled. Examples: <ul style="list-style-type: none"> • Unrecoverable decline in business/program usage. • Change in staffing guidelines. • Automation initiatives. • Budget cuts/management. • Policy situation. <input type="checkbox"/> Recommendations on use of resources. Examples: <ul style="list-style-type: none"> • Transfer the billet to another facility, program, business or office within the FFR Department. • Remove from the FFR organizational structure without further action. • Remove from the FFR organizational structure and distribute the position duties among other staff members. • Reprogram funds to offset other FFR Department/Program needs/requirements. |

NOTE: If a NAF position vacancy, notify your immediate supervisor, and/or the FFR Director, through your chain of command, that you wish to abolish/realign the position.

 If an APF position vacancy, notify your immediate supervisor, the FFR Director, and HRO, through your chain of command, for guidance on how to proceed and still keep the GS billet within the FFR Department.

Step 6 Prepare an SF-52, Request for Personnel Action (or local form/method) requesting that a **vacant position** be filled.

- ☐ Complete the following sections of the SF-52. Part A and the following blocks in Part B: 4, 7, 8, 9 (series), 10, 11, 12/12A/12B/13 (annum/per-hr), and 14. (See Initiate Personnel Actions, SF-52's.)
- ☐ Include:
 - Actual or anticipated date of position vacancy.
 - Grade level or range. (e.g., PS 3/4/5, etc.)
 - Job location and typical scheduling.
 - Whether exempt/non-exempt from the FLSA (box 35).
 - How soon the position vacancy needs to be filled:
 - Urgent.
 - Immediate fill.
 - By a specified date.
- ☐ Attach one of the following:
 - A current PD which has been classified and approved.
 - A comparable PD.
 - A copy of the revised PD.
- ☐ Attach a justification document, if applicable in this situation.
- ☐ Make copies of the SF-52 and all supporting documentation for your files to facilitate follow-up of the request.
- ☐ Route the SF-52 per local procedures to the approving official, via the NAF HR Office.
 - The approving official may be your immediate supervisor or the FFR Director.

Step 7 Take appropriate management actions based on the response from your immediate supervisor or higher authority regarding the position vacancy.

| IF MANAGEMENT DECISION IS TO: | THEN: |
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| Fill the position | 1. Continue with Step 8. |
| Temporarily "gap" the position | <ol style="list-style-type: none"> 1. Identify and temporarily reassign the most critical duties and responsibilities of the vacant position to other staff members. (See <u>Develop/Maintain a Staffing Strategy</u> and the steps at the end of <u>Analyze AIMS Financial Statements</u>.) 2. Reduce work load by temporarily adjusting your Program's activities, events, products, and services. 3. Be prepared to document and regularly report the impact of this position remaining unfilled. |
| Transfer/abolish the position | <ol style="list-style-type: none"> 1. Scale the work load by adjusting your Program's activities, events, products, and services. 2. Reassign the most critical duties and responsibilities of the vacant position to other staff members. (See <u>Develop/Maintain a Staffing Strategy</u> and the steps at the end of <u>Analyze AIMS Financial Statements</u>.) 3. Augment your work force. (See <u>Prepare NAF Budget Projections</u> to identify and obtain "In-Kind" services.) 4. Prepare and submit a draft reorganization per local procedures. 5. Implement approved reorganization. 6. Review, evaluate, adjust and report on the outcomes and effectiveness of the new organization. |

Step 8 Determine if there are qualified applicants on the Priority Placement List (PPL), and/or a Special Placement List (SPL).

| IF: | THEN: |
|-----|---|
| YES | <ol style="list-style-type: none"> Offer the position to the highest on the PPL/SPL. <ul style="list-style-type: none"> If they accept the offer to fill the position, prepare and forward an SF-52, <u>Request For Personnel Action</u> for this selection. If the first applicant refuses the offer to fill the position, continue down the list, until you have exhausted the current PPL/SPL or an applicant on the list accepts your offer. Prepare and forward an SF-52, <u>Request For Personnel Action</u> for your selection, when you have an applicant accept your offer. <p style="text-align: center;">-OR-</p> <ol style="list-style-type: none"> If no one on the PPL/SPL accepts your offer, continue with Step 9. |
| NO | Continue with Step 9. |

Step 9 Work with the NAF HR Office to prepare a draft vacancy announcement. (Many "typical" (repeat) vacancy announcements will be on file.)

They may require your input to establish the criteria for the applicants and the announcement such as:

- Type of announcement. (i.e., competitive/non-competitive.)
- Area of consideration.
- Length of time the announcement should remain open.
- Job title.
- Job category.
- Special instructions/conditions pertaining to this position.
 - Requirement for most recent performance evaluation.
 - Requirement for most recent salary history.
 - Relocation allowances/negotiables, if any.
- KSAs, if applicable.
- Actual salary/salary range to be listed.
- Where and how widely to advertise.
- Wording of vacancy announcement/advertisement.
- EEO and Privacy Act Statements to be included, if applicable.

NOTE:

The area of consideration (and advertising) is NEVER restricted to in-house only, although in-house only is often appropriate. You should advertise over as wide an area as is necessary to obtain the special/specific knowledge, skills, abilities, personal characteristics (KSAs), and experience needed to predict correct position performance. You may need to advertise over a "wider" area when you need special skills or when job competition is high. You should base your advertising area selection on past advertising history and current costs.

The knowledge, skill, abilities, and characteristics of your applicants will be no better than your vacancy announcements/advertisements.

Consider advertising positions at a grade (equivalent salary) lower than the classified grade, **IF** the job can be adequately performed for a temporary period while a selectee trains up to the target level of the position's classification.

As a result of internal and/or external advertising of the position vacancy you should expect to receive a list of qualified applicants with application package (e.g., 171's, resumes, letters, etc.). These should come from the FFR NAF HRI Office within a reasonable amount of time depending on the scope of the position vacancy and the information in the announcement.

"Qualified" means your FFR NAF HR Office "screens" all applicants and reduces the packets to those that are the best match of knowledge, skill, abilities, and experience to the needs of the job as specified in the PD and the vacancy announcement.

Use the time between announcing the vacancy and the published vacancy "closing" date to prepare for the interview process, if applicable.

Your immediate supervisor or higher management may be required to determine area of announcement, review, and authorize.

Step 10 Working with the NAF HR Office, review and finalize the vacancy announcement.

- These are normally prepared by NAF HR Office.

Ensure the vacancy announcement:

- ☐ Is accurate, complete, and describes the following:
 - ☐ Location and environmental conditions.
 - ☐ Major duties and key responsibilities.
 - ☐ Typical hours.
 - ☐ Salary range.
 - ☐ Pay-band and/or grade/series.
 - ☐ All required qualifications of the position.
 - ☐ Shift, weekend, and holiday work requirements.
- ☐ Is clear on relocation allowances and other negotiables, if any.
- ☐ Is clear, concise and easy to read.
- ☐ Is neat and free of typographical, spelling, and grammatical errors.
- ☐ Contains applicable EEO and Privacy Act Statements.

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| <p>NOTE: Your proactivity, interest and participation in these front-end hiring processes demonstrate that you are serious about wanting and getting ONLY quality applications in the hiring packets.</p> |
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Step 11 Working with your immediate supervisor, NAF HR Office and, if applicable, higher authority, decide where and how widely to advertise the position vacancy.

TYPICAL DISTRIBUTION:

- ☐ Staff bulletin boards throughout the installation. (Especially at your job site, the NAF HR Office, NAF Business/Support Services Offices, Job Center, and Transition Assistance Office, as applicable to your location.)
- ☐ Station newspaper and FFR newsletters.
- ☐ Plan-of-the-Day (POD) (or week).
- ☐ Station television (closed circuit).
- ☐ Station-wide, applicable, local area networks (LAN).
- ☐ Other local commuting area military installations.
- ☐ Local newspaper(s).
- ☐ Job marts/centers. (Including Internet sites.)
- ☐ Employment Services/Offices.
- ☐ Professional organizations. (e.g., IMCEA, CHART, NRPA, etc., including their internet sites.)
- ☐ Professional colleagues/network.
- ☐ Schools, trade schools, colleges.
- ☐ Navy FFR Human Resources Branch (N941) job bulletins.
- ☐ Other DoD installations.
- ☐ Others? _____

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| <p>NOTE: Follow your local procedures regarding selection and release authority.</p> |
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NOTE:

This note is a transition from the "announcing" and "advertising" activities necessary to fill a position vacancy, to the "management" and "administrative" activities that include:

- Reviewing and screening applications and resumes.
- Interviewing applicants.
- Conducting reference checks.
- Selecting the most suitable applicant.
- Reaching hiring agreements with selected applicants.
- Notifying the selectee(s) and those who were not selected.

Your local policy, current instructions, and the nature and the category of the position vacancy will determine how many (or few) of these procedures apply.

For instance, many of the lower pay-range jobs, especially the Flexible category jobs and the limited schedule positions/jobs without benefits will be filled quickly by drawing from the local work force. Many of these jobs have higher than normal turn-over about which you can do little except advertise, interview, hire, out-process...; ad nauseam.

For these type positions/jobs, typically you, and perhaps several other managers/supervisors will:

- Review current applications and make a selection or prioritize several selections. (You may not even conduct interviews.)
- Your selection recommendation(s) will be reviewed, typically approved, and forwarded by your immediate supervisor and/or the FFR Director to the FFR NAF HR Office so that they can take immediate and appropriate hiring and indoctrination action.

In other cases, when the vacant position is for the higher-pay-level, full-/part-time categories; traditionally positions/jobs with benefits, you will participate in a more thorough and complex hiring process which may include:

- Wide-area announcement/advertising.
- Longer open period for the announcement/advertising.
- Panel/team review and prioritization of applications/resumes.
- Panel/team interviews of applicants.
- Background/reference checks.
- Perhaps a second round of panel/team interviews of the "final" applicants.
- Negotiation of hiring conditions. (Usually the responsibility of higher level management.)
- And if necessary, re-announcement/advertising, or re-engineering of the position requiring preparation of new PDs.

In every instance, whether the simple or the more complex procedure, ALL FFR hiring MUST be legal, civil, courteous, fair, impartial, and expeditious.

The remainder of the steps in this task deal with interviewing and selection.

Step 12 Ensure your current pre-employment screening processes check for the warning signs, indicators, and history of personal, domestic, and/or workplace violence and gang activity.

- NOTE:** The effects of domestic violence extend well beyond the home--it reaches your workplace in the form of:
- Increased medical insurance costs.
 - Absenteeism.
 - Increased costs of all supplies/materials as taxes increase to pay for the problem.
 - Staff turnover.
 - Reduced performance quality/capability.

A recent crime statistic reported that murder was the leading cause of death among female workers and that over 20% of these murders were perpetrated by husbands or current/ex-boyfriends.

Three rules about hiring:

- (1) The best way to avoid problem employees is not to hire them in the first place!
- (2) The best predictor of future performance is past performance.
- (3) The best predictor of future behavior is past behavior.

☐ Use a position application system.

- Ensure your positions/job application forms include legally-framed questions that will reveal potential problems. (Check your application questions with your NAF HR Office and/or your Navy Legal Office.)
- While you are authorized to hire on resume alone, too much important information, and too many indicators of potential behavior problems will not be included in the education, experience, and history of a typical resume.
- The best prevention of workplace violence is not hiring people who have a history of violence with previous employers, authority figures, family members, friends, etc.

**Step 12
(cont.)**

☐ Use interview methods.

- Ensure your interview methods, processes, and questions are legal.
- Get trained on how to conduct effective, structured, performance interviews. Do not just "wing it!"
- Use questions that will reveal potential problems in advance.
- Check your interview questions with NAF HR Office or your local Navy Legal Office.

☐ Conduct background and reference checks, before offering the position.

- Obtain signed releases from applicants to collect background and reference information.
- Prior to hiring a new staff member, thoroughly check his/her references to identify prior incidents of violence or similar unacceptable behaviors in his/her background.
- Use security/police checks and drug screening to the maximum extent possible per local policy for hiring NAF and APF staff.
- Don't extend an offer to an applicant who misrepresented him/herself, falsified his/her application, or lied during the interview.

☐ Don't hide behind our 1-year probation period. While it seems convenient and expedient, this practice is unsafe! This gives you time to find out you made a hiring mistake, and a potentially violent person ample time to build a head of steam..., and perhaps carry out a violent act/attack against you, members of your staff, or the Program.

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| <p>NOTE: Ensure a National Agency Check (NAC), with inquiries, is accomplished for every new staff member. Remember that the NAC request is prepared and submitted after a new staff member is hired. Therefore negative findings, if any, must be dealt with after the fact.</p> |
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Step 13 Review the hiring packet received from the NAF HR Office.

- ☐ Confirm the hiring packet contains a list of pre-qualified applicants with their job applications, resumes, interview rating sheets, etc.
- ☐ Confirm that your NAF HR Office considered/screened for spousal preference, involuntarily and honorably separated military members, and "un-weighted" veteran's preference, if any, and if applicable to the vacant position. (Stay abreast of current personnel preference limits/restrictions in accordance with CNICSINST 5300.2.)
- ☐ Ensure you have strong alignment between the applicant's knowledge, skills, ability, and personal characteristics requirements (KSAs) listed in applications/resumes and those specified in the PD, and job announcement.

Step 14 Carefully examine each application/resume.

Look for the following:

- ☐ Length of time between employments and why?
- ☐ Why changed/changing jobs?
- ☐ Length of time of each employment?
- ☐ Experience/equivalent experience?
- ☐ Education and training, applicable to vacant position?
- ☐ Attitudes/behaviors (personal characteristics specified in job description)?
- ☐ Prior performance evaluations?
- ☐ Salary/pay history?
- ☐ Strength of application/resume relative to the major duties and responsibilities of the vacant position?
- ☐ Review of personal and professional references?

Step 15 Ensure all hiring packets received from the NAF HR Office show that these applicants meet minimum qualifications (see note below) required for the position.

| IF: | THEN: |
|-----------------------|---|
| ONE or more qualified | Go to Step 16. |
| NONE qualified | <ol style="list-style-type: none"> 1. Annotate/sign hiring packet cover letter. 2. Request a NEW list of qualified applicants from the NAF HR office. <p style="text-align: center;">- AND/OR -</p> <ol style="list-style-type: none"> 3. Advertise through different media or more widely. 4. Use a longer open period, or an "open-until-filled". 5. Return to Step 9 and repeat the process until you receive a list of one or more <u>qualified</u> applicants. |

NOTE: "Minimum qualifications" typically refers to the NAF HR Office crediting (screening/rating) plan. This plan has scoring factors that are used to rank applications. The factors are determined from the PD and the vacancy announcement..., and are usually based on necessary knowledge, skill, experience, and personal characteristics. Managers should work with the NAF HR Office to establish the crediting plan.

For example:

- Licenses/Certifications.
- Minimum age required for the job.
- Specific equipment (computer) skills.
- Years experience in the position/grade level or equivalent, etc.

Step 16 Determine whether to use the interview method to identify the "most qualified" applicant(s), or to just review the hiring packets and use "name select" to select the most qualified applicant(s).

| IF THE POSITION IS ANY OF THE FOLLOWING: | THEN IT'S IN YOUR BEST INTEREST TO: |
|---|---|
| <ul style="list-style-type: none"> • One who's key responsibility is customer/ patron service and customer/patron interaction. • One of significant responsibility or trust. • One that is complex with many qualification requirements. • Supervisory, Management. • Afloat. • One that is so desirable that not interviewing will very likely be challenged/ protested/grieved. • One that has a large number of applicants, especially in house applicants, where not interviewing will very likely be challenged/protested/ grieved. | <ol style="list-style-type: none"> 1. Use the Interview method to screen, prioritize, and select the "most qualified" applicant(s). 2. Continue with Step 17. |
| <ul style="list-style-type: none"> • One with minimum skill/knowledge requirements, and especially those jobs with high turnover rates. | <ol style="list-style-type: none"> 1. Name select the applicant(s) who appear "most qualified" from the hiring packets ONLY. (No interviews.) 2. Go to Step 29. |

NOTE: There is no official requirement to interview for any FFR vacancy—they are done at management discretion. However, they are highly recommended because the interview method is the best, if not the only way for you to determine if applicants meet the minimum performance and behavioral prerequisites/needs of the vacant position.

The example on the next page, extracted from an industry publication, is about hiring for a typical Beverage & Entertainment wait staff position/ job and includes some of the interviewing elements appropriate for this particular type position.

EXAMPLE INTERVIEW ELEMENTS

The following is quoted from the industry publication, MWR TODAY, published by the International Military Community Executives Association (IMCEA). This portion of the article, Serving Alcohol Responsibly suggests some of the critical elements to be considered in interviewing and performing background and reference checks for an MWR Food and Beverage wait staff position that has a responsibility of serving alcoholic beverages.

.... "When hiring employees (alcohol servers), there are a number of issues to consider. Hospitality employees often handle money and deal directly with guests. Applicants for these positions should be carefully screened for any history of violence, criminal acts, and drug and alcohol abuse. Use thorough employment application forms. Obtain proof they are of legal age to serve alcohol. During the interview process, develop a sense of the applicant's dependability, truthfulness, and ability to balance assertiveness and tact in difficult situations. Do not take shortcuts when hiring new hospitality employees."

This paragraph, and other portions of the article, reinforce the importance and value of interviewing job applicants and checking references and background. Thinking through the critical requirements and responsibilities of this (or any) FFR position, will suggest the content of interview questions and issues to verify during background and reference checks.

In the case of applicants for Food and Beverage wait staff positions with the responsibility of serving alcoholic beverages, a manager may want to examine/confirm/determine:

- honesty
- integrity
- courtesy
- assertiveness
- resolve
- values
- interpersonal skills
- dependability
- history of violence
- history of drug/alcohol abuse
- ability to deal with difficult customers/situations
- basic skill and knowledge relative to the position's major duties/responsibilities
- etc.

THE INTERVIEW METHOD

Step 17 Prepare an initial list of interview questions (or update your existing questions) you will ask every interviewee. (See enclosures 3 and 4 for sample questions and information on performance interviewing methods and questions.)




















- ☐ Review the essential functions of the job to prepare/update your questions.
- ☐ Review the current PD to prepare/update your questions.
- ☐ Review the applicants' applications/resumes to assess each applicant's "claimed" knowledge, skill, ability, personal characteristics, experience, background, adaptability, and suitability to the vacant position. Prepare questions you may want to ask to fill in any holes.

Ensure your questions:

- ☐ Meet EEO and Americans with Disabilities Act (ADA) requirements and guidelines.
 - Have your local NAF HR Office and/or the EEO office review and provide direction/suggestions.
- ☐ Are open-ended to solicit information about applicants' experience with similar programs, customer service, teamwork behaviors as well as the technical skill and knowledge requirements for the position.
- ☐ Are reviewed with your immediate supervisor and/or the NAF HR Office per local policy.

A chart of the TYPE interview questions that you may and may not ask is provided on the next page

SUPPORT SERVICES JOB AID

| EEO AND ADA ACCEPTABLE INTERVIEW QUESTIONS | | |
|--|---|---|
| TOPICS | YOU <u>CAN</u> ASK: | YOU <u>CANNOT</u> ASK: |
| <ul style="list-style-type: none"> • Race • Religion • Birthplace • National Origin • Sex • Marital Status • Photos | <p>NOTE: There are no lawful questions/requests on these subjects.</p>  | |
| Name |  Do we need additional information on your name to check your work references? |  What is your maiden name?  Is the name on your application your real name? Aliases? |
| Age/Birth Date |  Are you 18 years of age or older? |  How old are you?  What's your birth date? |
| Disability |  Is there any reason you can't perform the essential functions of this job? |  Do you have a disability or disease (unrelated to job performance)? |
| Citizenship |  Are you a citizen of this country?  Are you authorized to work in this country? |  Of what country are you a citizen?  Show me your papers or green card. (These can be verified <u>after</u> offering a job). |
| Arrest Record |  Have you been convicted for any offense other than a minor traffic violation? |  Have you ever been arrested? |
| Organizations |  Do you belong to any organization which would help you do this job? |  Do you belong to any clubs or organizations? |
| Travel, hours, overtime |  Would you be able to meet our travel/overtime requirements? |  Who will take care of your children when you travel or work overtime? |

NOTE: Remember, if you are uncertain, check the question you want to ask with the EEO representative and/or the FFR NAF HR Office **BEFORE** conducting interviews.

Step 18 Prepare an interview evaluation form. (Or use/revise the sample Interview Worksheet, enclosure 5.)

- The interview evaluation form may be used for both the individual and panel type interviews.
- Ensure each panel member knows what he/she is expected to do during the interview.
- Ensure each panel member knows how he/she is expected to use the interview evaluation form. (e.g., 1-5 with 5 being "Outstanding").

Step 19 Determine the type of interview(s) to be conducted. The manner of interview will be the same for all interviewees..."done for one, done for all".

| IF THE VACANCY IS: | THEN THE INTERVIEW METHOD WILL BE: |
|---|---|
| One where the majority of the duties and responsibilities deal directly with you -OR- One where only you have a vision of the positions' duties and responsibilities | Personal (One-On-One) (It is recommended that you always have one other witness in the room during this type interview.) |
| One that is so desirable or that may have such a large number of applicants, (especially in-house), that NOT interviewing will very likely be challenged/protected/ grieved. | Selection Panel |
| One where applicants may apply from great distances, but the cost of travel cannot be funded, or their local personal/work responsibilities prevent them from interviewing at your location | Distance Interviews (Video tele-conferencing or by telephone) |

NOTE: Distance interviews should be used only in cases where budget restrictions prevent travel to the interview location. If resources are available in the location of the applicant, you may arrange the interview by using any of the following:

- Selection panel using a local/nearby FFR Department, if a panel required or appropriate.
- Tele-conferencing or computer based tele-video as this is a visual medium.
- Telephone. (This should be a last resort as this is not a visual medium.)

Step 20 Contact all qualified applicants and inform them of the specifics of their interview. (This step is probably performed by your NAF HR Office.)

Ensure you or the NAF HR Office confirm the following with each applicant:

- ☐ That they are still interested in, and will be able to interview for the position.
- ☐ That they clearly understand the nature and details of the position. (eg., pay range, staff member benefits [if any], risks, [if any], etc.)
 - ☐ Carefully explain the hours of operation and/or shift/work schedules.
 - ☐ Describe career development potential and limitations, if any.
 - ☐ Explain travel requirements of the position, if any.
 - ☐ Detail all staff benefits, if any.
 - ☐ Describe the position environment, physical requirements, if any, and the typical on-the-job health/safety hazards/risks, if any.
 - ☐ Review all position prerequisites/certification requirements, if any.
- ☐ That they understand this is a NAF, not a Civil Service position, and what that means.
- ☐ That they know where the interview will be held. (Offer map/directions where necessary.)
- ☐ That they know the time the interview will be held.
 - ☐ Explain which type interview will be used. (e.g., one-on-one or panel of two or more, etc.)
 - ☐ Detail any additional information or equipment they need to bring to the interview.
 - ☐ Ask if they have any pre-interview questions.

Step 21 Confirm (typically by phone) whether the applicant will/will not participate in the hiring interview(s). (This step is typically accomplished by your NAF HR Office or your HRO.)

| IF: | THEN: |
|------------|---|
| YES | <ol style="list-style-type: none"> 1. Communicate the applicant's confirmation per local policy. (e.g., by letter, fax, telephone, e-mail, etc.). 2. Coordinate interviewee and panel dates and times. 3. Continue with next step. |
| NO | <ol style="list-style-type: none"> 1. Disregard the "NO" applicants. 2. Annotate and return their hiring packets to NAF HR Office. 3. Continue with next step. |

Step 22 Determine if you have enough qualified applicants to increase the probability of finding/selecting the applicant that best fits the position and to reduce complaints and grievances.

While there is no absolute minimum or maximum number you are required to interview, the following factors impact the number of applicants available.

- The importance, difficulty, grade, series, scope, duties, pay scale and responsibilities of the position.
- Benefits offered as part of the position. (More benefits probably attract more applicants.)
- Quality and availability of the applicants in the labor pool.

If you don't have enough, return to Step 11.

NOTE: While you can hire from as few as one applicant, it is in your best interest to interview from at least two.

Unless you have a large number of very qualified applicants, you may want to limit the interview lists to five applicants--a number you can effectively interview in one day. Perhaps a few more if the list is large. You're trying to find the best fit.

The greater the importance of the position, the greater your mistake if the new hire doesn't work out or fit in!

Step 23 Identify interview/selection panel members.

Interview/selection panel members can include:

- ☐ FFR Director/Deputy.
- ☐ FFR Senior Managers.
- ☐ Other FFR Program Managers/Supervisors.
- ☐ NAF or HRO EEO observer/rep.
- ☐ Work area's Division/Branch head.
- ☐ FFR Division representative, if requested or appropriate.

NOTE:

- FFR selection panels should consist of three members of equal or higher grade, with at least one of equal grade, to the position for which the panel is interviewing.
- One member should be a disinterested, third party member.
- One member should be from the applicants future work group (peers).
- All panel members must have the time available on their schedules to participate in all the interviews, not just part of them!
- The panel members should be approved by your immediate supervisor and/or higher authority per local practices/policy.

Step 24 Meet with the interview/selection panel before the interview dates to discuss the following interview process:

- ☐ Discuss the PD and the vacancy announcement.
- ☐ Interview and selection processes.
- ☐ Professionalism and objectivity.
- ☐ The unbiased interview/selection scoring and weighting methods. (See enclosure 5.)
- ☐ What questions will be asked. (See examples after page, Interview - 10.)
- ☐ That all questions are legal, courteous, impartial, and germane to the vacant position.
- ☐ Who will ask which questions.
- ☐ What will be recorded, by whom, and why.
 - All interviewers may record information.
 - Applicants have the right to review what you document.
 - Don't record data that violates EEO regulations.
- ☐ Time schedules for each interview.
- ☐ Time schedules *between* interviews to discuss the completed interview and prepare for the next.

NOTE: Panel/interview guidance and other useful information is provided at the end of this task.

Additional information about vacancy announcements, advertising, priority placement, OCONUS placement consideration, interviewing, selections, and hiring is available from the CNIC FFR, Human Resources Branch (N941), via your chain of command.

Consider using two or more rounds of interviews when selecting for critical jobs.

Step 25 Make all necessary logistical arrangements needed to conduct hiring interviews/selections.

- ☐ Reserve/prepare interview area.
- ☐ Ensure sufficient lead-time for the interview panel to review all applications.
- ☐ Make copies of interview forms, if applicable.
- ☐ Obtain necessary office supplies.
- ☐ Reserve audio/video (A/V) recording equipment, if applicable.
- ☐ Reserve testing equipment, if applicable to the position.
- ☐ Arrange for temporary IDs and/or gate/visitor passes.
- ☐ Arrange base/building escort, if required.
- ☐ Obtain map(s) and/or prepare directions to the interview location.

| | |
|--------------|--|
| NOTE: | Ensure all applicable security requirements are met for applicants to get to the interview site. |
|--------------|--|

Step 26 Determine if any specific testing is desired/legal.

| IF TESTING IS: | THEN: |
|-------------------------------|--|
| Desired <u>and</u> legal | 1. Schedule test during or immediately prior to personal interview. 2. Go to Step 27. |
| NOT desired or illegal | Go to Step 27. |

| | |
|--------------|---|
| NOTE: | If you desire to test, you should check with your local NAF HR Office or Legal Officer to determine legality of doing so. |
|--------------|---|

Step 27 Conduct the interviews (individually or with a selection panel) using the following or your previously developed guidelines. (See enclosure 2 at the end of this Task.)

- ☐ Have another person in the room when you are interviewing on an individual basis to avoid, "but he said/but she said" scenarios and other points of contention.
- ☐ Greet the applicant, shake hands, and introduce yourself.
- ☐ Start on time.
- ☐ Ensure interview will not be interrupted.
- ☐ Conduct the interviews in a quiet, comfortable place.
- ☐ Tell the applicants you will be asking and answering questions and taking notes during every interview. (Explain if you will be using A/V recording equipment, why, and the disposition of the recordings after an applicant has been hired.)
- ☐ Focus on the positive parts of the job when you explain the job and the operation.
 - Provide a brief summary of job and provide copy of the job description.
 - Explain the conditions of employment. (e.g., training, shifts, etc.).
 - Describe the appearance, grooming, apparel, and uniform, policy.
 - Review work hours, benefits, and promotion potential.
- ☐ Ask your scheduled questions and take appropriate notes.
- ☐ If required by the position, accomplish applicable testing.
- ☐ Allow the applicant time for discussion and to ask questions.
- ☐ End on time.
- ☐ Thank the applicant, shake hands, and tell him/her when he/she will be hearing from you.
- ☐ Complete your notes/scores before the next interview.

NOTE:

When taking written notes, record only what the applicant says he/she has done. Record just enough to remind you what the applicant said relative to each interview question/element. Transcription will surely cause you to miss important points.

Make no judgements, opinions, or evaluations at this point!

- Step 28** Rank/grade/mark the interviewed applicant(s) by the scoring/criteria method you selected. (See scoring/rating notes on the back of the Interview Worksheets provided as enclosures on page, Interview - 16.)

SELECT FOR POSITION VACANCY

- Step 29** Rank order the hiring packets/applications with the "best qualified" on top to the "least qualified" on the bottom.

- Step 30** Select for the position from among the "best qualified". Some additional factors may come into play that will affect the final selection.

For example:

- Availability.
- Salary requirements.
- Relocation requirements.
- Professional references and/or previous/current employer's comments.

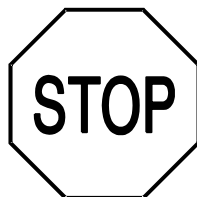
- Step 31** Follow your local established procedures for conducting reference checks. (See enclosures at the end of this task.)

- ☐ Obtain applicant's signed, written release to request reference information. (See enclosures for applicable forms.)
- ☐ Check all applicant references before making a hiring decision.
- ☐ Verify the accuracy of applicant's history.
- ☐ Obtain as much factual information as possible.
- ☐ Use applications and follow-up reference checks to identify potential problems.
- ☐ Avoid rejecting an applicant solely on the basis of a reference.

Step 32 Take action based on whether or NOT you selected an applicant for the vacant position.

| IF: | THEN: |
|------------------------------|---|
| A selection was made | <ol style="list-style-type: none"> 1. Annotate/sign hiring packet cover letter. 2. Document your selection and non-selection decisions. (See enclosure 6 on page, Interview - 21.) 3. Prepare an SF-52, <u>Request For Personnel Action</u> for your selection. 4. Return the hiring packet to the local NAF HR Office for follow-up as required. 5. Refer to <u>Indoctrinate New Staff Members</u>, as soon as new hire reports to work. |
| NO Selection was made | <ol style="list-style-type: none"> 1. Document your reason(s) for non-selection and return the hiring packets to the NAF HR Office per local procedures. (See enclosure 6 on page Interview - 21.) 2. If possible, select from among the other "qualified applicants" who met your KSAs in the original package..., <u>otherwise</u>: 3. Request a new list of qualified applicants from the NAF HR Office. 4. Repeat the entire process until one or more qualified applicants have been selected for the open position(s)/job(s). (Return to Step 9.) |

NOTE: A new OPF will need to be opened by NAF HR for an FFR new hire. Ensure this documentation is filed in the new staff member's OPF.



Congratulations! You've completed this task.

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ENCLOSURES

Interviewing and Hiring



The following enclosures are provided to assist you in completing the interview and selection process while staying within laws and regulations. These are not comprehensive, always refer to **current** policy/instruction with regard to personnel and staff matters.

Maintain a positive and proactive relationship with your local NAF HR Office, APF HRO, and the EEO representative(s) to ensure you are abreast of current and pending policies/regulations/laws.

The following enclosures include:

- Encl 1. Equal employment opportunity laws and regulations
- Encl 2. Tips on interviewing.
- Encl 3. The basics of behavioral interviewing.
- Encl 4. Example interview questions.
- Encl 5. Example Interview Worksheet.
- Encl 6. Example Applicant Selection Documentation.
- Encl 7. Example reference checking questions.
- Encl 8. Reference Check Worksheet.
- Encl 9. Reference Request Form.
- Encl 10. Permission to Release Information Form.

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ENCLOSURE 1 -- EQUAL EMPLOYMENT OPPORTUNITY LAWS AND REGULATIONS

The basic provisions governing equal employment opportunity include:

Title VII of the 1964 Civil Rights Act: This bans discrimination in employment because of race, color, religion, sex, or national origin. It covers all terms and conditions of employment, and it holds employers responsible for any discrimination that goes on within the employer's organization. Title VII is administered by the U.S. Equal Employment Opportunity Commission (EEOC) and covers employers with 15 or more employees.

Equal Pay Act of 1963: This forbids pay differentials based on sex. It covers all employees who come under the Fair Labor Standards Act, plus executive, administrative, and professional employees and outside sales people. Investigation and compliance responsibilities were transferred from the Labor Department to the EEOC on July 1, 1979.

Age Discrimination in Employment Act: This bans employment discrimination in the Federal Government because of age against anyone at least 40 years old. Investigation and compliance responsibilities were transferred from the Labor Department to the EEOC on July 1, 1979.

Rehabilitation Act of 1973, Section 503: This requires employers with government contracts and subcontracts of \$2,500 or more to take affirmative action for qualified handicapped individuals. The regulations implementing the Act require "reasonable accommodation" to the physical and mental limitations of handicapped employees and applicants. Contractors and subcontractors with 50 or more employees and contracts of \$50,000 or more are required to prepare written affirmative action programs.

The Civil Rights Act of 1866, Section 1981: This covers race-based discrimination by employers. Individuals may sue to assert their rights under this Act, which, unlike Title VII, has no limitation on back-pay liability. (Title VII states that back-pay liability shall not accrue from a date more than two years prior to the filing of a charge.) A U.S. court of appeals ruled in 1979 that this law also protects individuals from discrimination because of national origin.

Pregnancy Discrimination Act: This amends Title VII, stating that employment discrimination based on pregnancy, childbirth, and related medical conditions is prohibited under Title VII. According to EEOC, the amendment, which affects those employers under the jurisdiction of Title VII, requires that "persons affected by pregnancy, childbirth, and related medical conditions be treated the same as persons affected by other disabilities.

Child Labor Law: A body of Federal, State, local, and Foreign Laws specify various employment assignment, working conditions, scheduled hours, pay, restrictions, and regulations for minors. Fundamental restrictions and limitations can be found in the Fair Labor Standards Act in Title 29 USC, Ch 8. Generally, minors, ages 14 through 17, may NOT be employed in or assigned positions that are hazardous or detrimental to their health. Employment of any persons under 18 years of age must be in accordance with all local, State, Federal, and, when applicable, Foreign laws.

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ENCLOSURE 2 -- TIPS ON INTERVIEWING, page 1 of 2.

The opening of the interview is critical to its success. Your first efforts need to put the applicant at ease so that quality information can be communicated effectively. To do this, balance the following: warmth, friendliness and empathy on the one hand; with objectivity, professionalism, and task-orientation on the other.

1. Establish an appropriate environment.

- Ensure there will be no interruptions.
- Conduct individual interviews over the corner of a table/desk rather than across the desk. (Panel interviews are sometimes overwhelming..., attempt to set up an environment that minimizes the stress of this type interview.)

2. Greet the applicant.

- Use a handshake and a sincere, friendly smile.
- Accomplish all appropriate introductions.

3. Engage the applicant and the panelists (if any) in two to three minutes of small talk to relax everyone.

- Avoid topics about which the applicant may have no interest, e.g. your hobbies, sports, etc.
- Avoid topics that may evoke stressful reactions, e.g., news, sports, government or religious topics, what they did last weekend... etc.
- Use safe topics like..., finding the interview site okay, parking, etc.

4. Explain how the interview will be conducted.

- Use a statement, like:

"Shall we get started?" (Repeat your name; explain what you do; how long you've been with FFR; how long in this job; your experience, etc. Interview panel members will do the same.) Next, talk briefly about the position. "As you know, we are interviewing for the position of _____. I/we would like to spend the next **thirty to forty-five minutes** going over your background, work experiences, and qualifications. (The 30-45 minutes is just an example.)

- Ensure your opening statement includes:

- Who you are and a brief background about your experience with FFR and the Navy.
- The position title and the program, business or office for which the applicant is being interviewed.
- The amount of time required for the interview and what you wish to accomplish in that time frame.
- An explanation of your note-taking or A/V recording processes.
- An explanation of behavior description questions. Demonstrate a generic behavior description question and the type response you expect.

Continued on next page.

ENCLOSURE 2 -- TIPS ON INTERVIEWING, page 2 of 2.

5. Begin the interview.
 - Establish appropriate eye contact.
 - Use non-verbals..., show you are listening by nodding your head and varying your posture.
 - Use appropriate language. Don't use terms like "honey", "dearie", "boy". Avoid business jargon or acronyms with which the applicant may not be familiar.
 - Demonstrate acceptance--everyone interviews better when they feel accepted and comfortable.
6. Avoid leading questions. "I assume that you won't mind..." tells the applicant what you want them to say.
7. Don't bring your own stereotypes or biases to the interview. Don't make judgements about people on the basis of appearance or their membership in a particular group such as race, religion, age, or gender.
8. Don't be patronizing.
9. Avoid the "Halo Effect". Don't assume that applicants with a similar family background, education, interests, and/or dress will possess the same job qualifications. Also don't let an applicant's description of a singularly impressive performance "color" your overall assessment of his/her otherwise average, less than average, or job mismatched performance.
10. Take notes on specific responses to questions and behavior that relate to the position. Notes will be useful in comparing/ranking applicants. Your notes will also be helpful in case you have to justify your selection/non-selection of an applicant. Do NOT record anything that you would mind the applicant reading.
11. Monitor time. Once you've reached your time limit or asked all of/or a sufficient number of questions begin closing the interview and conduct your explanation of the position. Explain the major duties, tasks, and responsibilities. Don't just paint an "all roses" portrait; just accurately describe the position. Allow the applicant sufficient opportunity to ask questions and explore information about the details of the position.
12. Summarize the interview. Ensure the applicant is clear on both the advantages **AND** the challenges of the job so that he/she can decide if it suits his/her needs and interests.
13. Close warmly, thanking the applicant for applying, (for testing, if applicable), for answering your questions, and for taking his/her time.
14. Let the applicant know how soon he/she can expect to hear from you about filling the position/ job and how he/she will be notified.
15. See the applicant out in accordance with local policy. Ensure you recover security passes, tags, badges and the like.
16. Take time, before the next interview, to reflect on the interview and summarize your thoughts, finalize your notes, score the applicant on interview worksheet if used, and to discuss the interview with your interview panel, if used.

ENCLOSURE 3 -- THE BASICS OF BEHAVIORAL INTERVIEWING, page 1 of 4.

"The purpose of interviewing SHOULD be to predict performance. By the end of an interview, the interviewer/panel should be able to accurately predict whether the applicant **CAN** and more importantly, **WILL** do the job.

Predicting future performance requires accurate assessment of abilities, preferences, and behavior patterns. While ability tests can accurately measure abilities, past behavior in specific situations more accurately indicates preferences, attitudes, and behavior.

Traditional hiring methods focus on education, qualifications, opinions, and experience of the applicant. Those who meet the education requirements; appear to have the experience; seem to possess desired personal characteristics; and respond as expected to typical interview questions are usually thought, 'qualified'.

The problem with traditional interview questions is that they elicit responses that only address credentials, opinions, and reactions/feelings. Whereas behavioral interviewing focuses on what the applicant **can** and **will** do on-the-job."

The basic principle of behavioral interviewing according to Tom Janz and Greg Mooney is that, "*The best predictor of future performance is past performance in similar circumstances*". More specifically: (1) The more recent the past behavior, the greater its predictive power, and (2), The more longstanding the behavior, the greater its predictive power." (*Behavior Description Interviewing*, T. Janz and G. Mooney, HRD Press, Amherst, MA, 1991.)

There are four categories of questions typically asked during employment interviews which are:

- Credentials and Technical Questions
- Experience Questions
- Opinion Questions
- Behavior Description Questions

In one employment interviewing research study, the breakdown of information gained by traditional versus behavioral interviews was as follows:

| | Traditional Interviews | Behavioral Interviews |
|---------------|------------------------|-----------------------|
| • Credentials | 15% | 04% |
| • Experience | 32% | 40% |
| • Opinion | 48% | 23% |
| • Behavior | 05% | 33% |

To ensure the highest possible accuracy in predicting whether an applicant can and will do the job (or NOT), configure your interviews so that at least 50% to 75% of all questions are of the behavior description type. The next page describes pros and cons of the different question types.

In a selection interview, time is of the essence. To ensure you gather information specifically relevant to the position, use your interview time to ask primarily behavioral questions. You can gather other necessary information from the job applications, resumes, and the background and reference checks.

Continued on next page.

ENCLOSURE 3 -- THE BASICS OF BEHAVIORAL INTERVIEWING, page 2 of 4.

The following briefly defines each of the four interview question types with the pros and cons of each type. When you need data from the first three types of questions, determine if there is another way that you can gather the information other than from the employment interview(s).

Credentials and Technical Questions: These type questions provide information about the applicant's education, employment history, licenses, certifications, past achievements, and specialty skills.

Advantage: Provide clues about what the person knows and *perhaps* can do. These are a place to begin; a way to start the interview. These are useful in the initial "screening" process. Technical questions provide clues to the applicant's credentials and specialty knowledge.

Disadvantage: No indicator of what the applicant will choose to do in a given situation. In the case of technical questions, it may be more advantageous to "test" the skills applicable to the vacant position.

Examples:

- What degree(s) do you hold?
- What was your major(s)?
- Do you have a driver's license?
- What special awards/recognitions have you received?
- How do you write a performance goal and objective?
- How do you set margins in the ABC word program?
- How do you administer CPR?

Caution: **Many biographical questions are illegal! (See Step 16.)**

Experience Questions: These type questions provide information about what the applicant has done in the past. These are the "work experience" type question *most often asked* in the traditional interview.

Advantage: Work experience is important and these questions provide an overview of what the applicant has done. These questions can be helpful for probing for more specific information about performance.

Disadvantage: By themselves, these questions do not show how well (or poorly) the applicant performed.

Examples:

- What were your duties on your last job?
- Tell me about your responsibilities of your last job.
- What did you usually do in your spare time on your last job?
- What did you do when you got mad at your boss?
- Describe a typical day at XYZ company.
- What size budget did you manage?

Continued on next page.

ENCLOSURE 3 -- THE BASICS OF BEHAVIORAL INTERVIEWING, page 3 of 4.

Opinion Questions: These type questions provide information that describe what the applicant thinks about a given topic. Opinion questions elicit self-evaluation, strengths/weaknesses, likes/dislikes, and ideas of future behaviors, goals, and sometimes the applicant's basic values and philosophies.

Advantage: This type question can reveal areas where the interviewer can ask more specific behavioral questions. These provide information about what the applicant thinks is important..., what he/she VALUES.

Disadvantage: Many assumptions (OFTEN incorrect ones) are made about the applicant because of his/her responses to OPINION type questions. Too often, this type question is used by interviewers to identify applicants who match the interviewer's/bosses' opinions. Also, the fact that an applicant likes something is **NO** indicator that he/she is able or willing to do it. Applicants who have the ability to think quickly and speak fluently do well answering these type questions.

Examples:

- Name your strengths and weaknesses.
- Why are you applying for this job (or here)?
- What do you think is the most important part of your job?
- What did you like best/least about your last job?
- How do you feel about working overtime?

Behavior Description Questions: These type questions provide information that describes what the applicant has done in the past relative to the job for which you are interviewing.

Advantage: The information that comes from these questions allow the interviewer to more objectively assess applicant qualifications and what he/she will most likely do on-the-job.

Disadvantage: This interviewing method takes more time than most and interviewers require more skill to design and ask effective behavioral type questions that increase the reliability of this interview method.

Examples:

- Thinking back over your recent position, in which tasks did you make the best use of your technical or problem-solving skills? At that position, please describe the specific technical challenge that brought out your best skills.
- Tell me about the most difficult customer/patron you faced last year. Were you prepared? What happened and how did you handle the situation. What were the results? What if anything would you do differently and why?
- Catching major problems early can save money and our business' reputation. Think about a time when you saw early warning signs and explain what you did to prevent a costly problem? When did you notice the problem? What was the first thing you did to correct this problem, and why?

Continued on next page.

ENCLOSURE 3 -- THE BASICS OF BEHAVIORAL INTERVIEWING, page 4 of 4.

As you prepare questions for your job interviews, ask three important questions about each question you intend to ask:

- What will I know or be able to do with the answer to the question?
- Is there a more appropriate/efficient/effective way to get this information?
- Would the question be a useful lead-in type question to probe further into the behavior and on-the-job performance predictability of the applicant?

Prepare yourself: Being asked behavior description type questions is a new experience for most applicants. You will encounter a variety of response types, which require that you and the selection panel use the following communication techniques at the appropriate times throughout the interview.

When applicant is silent: Give the applicants time to think...! Behavior description questions require reflection on the part of the respondent so he or she can determine IF he/she has ever done what you've asked them to describe; how recently; how often; how well; why (why NOT); and describe "best" examples. Wait their silence out (about 15 seconds--a long time) even though you may be uncomfortable with these periods of silence.

- Use verbal and non-verbal signals when an applicant looks uncomfortable. You may say something like, "You're okay, most people need some time to think about these questions." (Then pause again...)
- If the respondent remains unable to answer, restate the question using different words. You are ensuring the applicant understands what you are asking and reaffirming that you want a response. (Sometimes, you may ultimately have to move on.)

When applicant bluffs: You may encounter "bluff" answers like, "I can't think of a single time when we did/didn't do that"; "We never/always did/didn't do that"; "I just can't think of a time when I was stumped"; "well, where I last worked, we were such a good team..., that just never happened"; "I always/never have something/anything to say"; "I can't think of a particular instance", etc.

- Use sympathetic persistence. "I understand it is difficult to come up with specific examples, but please recall a recent time when..."
- Restate the question..., this makes it clear you want the applicant to be specific about his/her past performance. Don't just automatically move on to your next item/question.
- Use a pause...; After you've clarified, wait the applicant out. They will be as uncomfortable with silence as you.

When applicant uses the "slip": In this type response, the applicant attempts to move away from his/her past behaviors, to describe how he/she WOULD behave. The slip is easy to recognize--look for sentence leads like "we"; "generally"; "always", etc.

- Restate the question..., this makes it clear you want the applicant to be specific about his/her past performance instead of what he/she imagines he/she would do. Don't accept generalized responses..., these are opinions and are not indicators that the applicant WILL do, on-the-job, what he/she is saying.
- Use a pause...; After you've clarified, wait the applicant out. They will be as uncomfortable with silence as you.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 1 of 6.

Credentials and Technical Questions: *(These are the questions that ask about education, licenses, certifications, past achievements, employment history, and specialty skills. Most of this information, when pertinent to the position, can be gathered by means other than direct interview.)*

- Do you have a high school degree or GED equivalency?
- What degree(s) do you hold?
- What was your major(s)?
- Do you have a driver's license?
- What special awards/recognitions have you received?
- What is the date of your _____ certification?
- What certification/license do you hold regarding _____ ?
- How many years/months/hours have you _____?
- Tell us about yourself--especially your qualifications for the position.
- How do you write a performance goal and objective?
- How do you set headers, footers, and margins in the ABC word program?
- How do you administer CPR?
- How do you mix slip?
- How do you determine pressure in the...?
- What safety precautions apply to the...?
- How often do you....?
- At what temperature does the _____?
- Etc.

Continued on next page.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 2 of 6.

Experience Questions: *(These are the questions that ask about what the applicant has done in the past and his/her "work experience". Most of this information, when pertinent to the position, can be gathered by means other than direct interview.)*

- What were your duties on your last job?
- Tell me about your responsibilities of your last job.
- What size budget did you manage?
- What did you usually do in your spare time on your last job?
- What did you do when you got mad at your boss/peers/staff?
- Describe a typical day at XYZ company.
- What experience have you had in preparing budgets?
- What is the hardest thing you have had to do professionally and why?
- What is the most stressful thing that you have had to do professionally and why?
- What do you know about the position for which you've applied?
- What do you know about this _____ FFR Program?
- How would you go about trying to get your budget approved?
- How do you motivate your staff members?
- Describe your leadership style.
- Describe your management style.
- Describe your supervisory style.
- Define your management perspective.
- Define communications.
- Describe how you balance your professional demands with your personal life.
- Etc.

Continued on next page.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 3 of 6.

Opinion Questions: *(These are the questions that asks what the applicant thinks about a given topic. Opinion questions elicit self-evaluation, strengths/weaknesses, likes/dislikes, ideas, goals, and sometimes the applicant's basic values and philosophies. When pertinent to the position, this information will most likely be gathered during the interview. Answers to these type questions provide little indication of what the applicant has done in the past and is likely to choose to do in the future. These, like the experience type questions, are traditional mainstays of employment interviews.)*

- Name your strengths and weaknesses.
- What would your supervisor/staff members tell us is your greatest strength?
- What would your supervisor/staff members tell us is your main weakness?
- Why are you applying for this job (or here)?
- What made you decide to go into MWR as a profession?
- What do you think is the most important part of your job?
- What did you like best/least about your last job?
- How do you feel about working overtime?
- What trends do you see in the future for MWR?
- What are your professional goals?
- Where do you want to be five years from now?
- Define yourself in five or fewer words.
- What do you look for from your employer?
- Are you able to work with/without direct supervision?
- What is the most effective way to discipline a staff member?
- What outstanding characteristics do you look for in a staff member?
- What would be the most important thing you would want your staff member to be trained in and why?

Continued on next page.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 4 of 6.

Opinion Questions, cont:

- What is your favorite question to ask a potential staff member?
- How do you handle pressure?
- How do you handle stress?
- What would be the first new activity/event you would develop for this MWR Program, business or office, and why?
- What would you most want to accomplish in the first six months on the job and why?
- How would you help present a more positive image of the program?
- How would you help to get two opposing groups that are located at one facility to work effectively together?
- What would you do if you were unable to get a staff member to do his/her job?
- What would you do if your boss turned down a proposal that you had designed for a new activity/event in your program?
- If you were having a personality conflict with your immediate supervisor, what would you do to correct the situation?
- If you were having a personality conflict with one or more of your staff members, what would you do to correct the situation?
- If someone from outside this organization came to you directly and asked for a report, what would you do? Why?
- Indicate your priorities for how you should spend your time with your immediate supervisor, your staff, with customers/patrons, and on administration.
- If I gave you \$500 to train yourself, how would you spend it?
- If a staff member resented you because you got the position rather than he/she, how would you handle the situation?
- Etc.

Continued on next page.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 5 of 6.

Behavior Description Questions: *(These are the questions that ask the applicant to describe what he/she has done in the past relative to the major duties and responsibilities of the job for which you are conducting interviews. In the following example questions, you will see that we have taken many of the questions from the prior three types of questions and rephrased them as behavioral questions.)* (Be prepared to counter "bluff" and "slip" answers to these type questions.)

- Thinking back over your recent position, in which tasks did you make the best use of your technical or problem-solving skills? At that position, please describe the specific technical challenge that brought out your best skills.
- Tell me about the most difficult customer/patron you faced last year. Were you prepared? What happened and how did you handle the situation. What were the results? What if anything would you do differently and why?
- Catching major problems early can save money and our business' reputation. Think about a time when you saw early warning signs and explain what you did to prevent a costly problem? When did you notice the problem? What was the first thing you did to correct this problem, and why?
- Think back to a recent experience where you had to dismiss a staff member? Explain the circumstances, what you did, and the results. Do not use specific dates and past employee or employer names or otherwise divulge confidential information.
- Reflecting on your recent job experiences, describe a circumstance where you acted to change and improve the image of yourself, your group/team, and, as applicable, your department, business, and/or organization. BE specific about what you did, not what others did. What were the results.
- You have provided us with a list of your education and certification accomplishments. Think of at least three recent and specific situations in your past(current) position where and how you've applied your degree/certification skill and knowledge to the job. (Following the applicant's answer, you would then ask..., a similar question relevant to one or more critical duties, tasks, responsibilities of the vacant position to determine how well the applicant will apply his/her degree/certified skills and knowledge.)
- The customer service requirements of this job include (list what these are). In your last/current job, who are your customers/patrons. What communication/service relationship do you have with these internal and external customers/patrons?
- We believe any set of processes can be improved. Relative to (a key area from the job being applied for) cite two recent examples where you directly improved processes and procedures in your past(current) job. Please answer what did, how long it took, how much it cost, and what it accomplished/improved.

Continued on next page.

ENCLOSURE 4 -- EXAMPLE INTERVIEW QUESTIONS, page 6 of 6.

Behavior Description Questions, cont:

- We value continuous self and staff development. Explain what personal development you've accomplished in the past three years (or less), how you accomplished this, why, and what impact, if any, it had on the job, on your skill and knowledge, and on your behaviors and attitudes. (Following an answer about self-development, ask....) Would you next explain what staff development you initiated in the past three years (or less), how you accomplished this, why, and what impact, if any it had on the job, on your staff's skill and knowledge, and on your behaviors and attitudes.
- Our work, like yours, is a result of many individuals, working independently and also in teams requiring appropriate skill/knowledge, reliability, trust, cooperation, and synergy..., any of which often go astray as we work with one another over time. Thinking of your past/present job, describe what you specifically did in the following situations and what were the ultimate results?
 - a colleague resented you because you got a position rather than he/she...,
 - you were having a personality conflict with your immediate supervisor...,
 - you were having a personality conflict with one or more of your staff members...,
 - team members were saying one thing to each other's face, and something different behind their backs...,
- The principal and most critical responsibility of this position is that the incumbent make numerous telephone contacts to negotiate and establish schedules with FFR staff members world-wide. Please give us at least two examples of comparable performance in your past/current job. (If the applicant is insufficiently specific, ask further open-ended questions. Remember, your goal is to determine whether applicant **can** and **will** do this critical and primary task.)
- In the face of numerous and varied requests, needs, complaints, questions, sometimes severe criticism of this FFR Program's activities, events, products, and services, and infrequently in the face of verbally abusive accusations, the incumbent of this position must keep all of the balls in the air, meet all reasonable requests, solve problems, make decision, be fair, and keep/restore peace and sanity. Please describe, in detail, your role in at least two recent business situations where it seemed as if total bedlam had just broken loose. What did you do, why, and what were the results? If faced with a similar situation, what would you do differently, and why.

As you can probably guess, answering these are very valuable to the interviewer/panel and very stressful and difficult for the applicant. It is very important that you draft, then test these type questions. Ensure the answers work. Prioritize the questions in an order that gives you the most reliable information in a 30-45 minute interview. Ask all applicants basically the same questions.

SUPPORT SERVICES JOB AID

ENCLOSURE 5 -- INTERVIEW WORKSHEET -- page 1 of 3

| Position: _____ | | | | | | | | | | Date: _____ | |
|---|----------------|---|---|---|---|----|------------------------|--|--------|---------------------------|--|
| Applicant: _____ | | | | | | | | | | Interviewer: _____ | |
| INTERVIEW ELEMENT: | RATING VALUES: | | | | | | WEIGHTING (X) Total | | NOTES: | | |
| Credentials: (Education, licenses, certifications, and past achievements relative to, and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Technical Capabilities: (Skill and knowledge relative to, and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Experience and Work History: (Stability, reliability, progression steady and consistent as required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Team and Individual Behaviors: (Initiative; self-starts/develops, team player, ambitious.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Communication Skills: (Clarity, organization, fluency, active listening, etc., relative to, and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Impressions: (Appearance, grooming, poise, etc. relative to and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Mental Alertness: (Perceptiveness, alertness, intelligence, etc., relative to, and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Maturity: (Stability, confidence, self-reliance, knows strengths and weaknesses; relative to, and required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Potential: (Demonstrated advancement, growth potential, flexibility and adaptability required for the position.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| Interview Preparation: (Knows FFR and/or Navy. Had job information; understands job; and asked relevant questions.) | 5 | 4 | 3 | 2 | 1 | NA | x | | | | |
| OVERALL: (See reverse and additional pages.) | 5 | 4 | 3 | 2 | 1 | | | | | | |
| Additional notes/comments: | | | | | | | | | | | |

TIPS FOR RATING/SCORING YOUR INTERVIEWS/SELECTIONS

The front side of these Interview Worksheets provide rating/scoring columns, labeled 5 through 1 plus a Not Applicable (NA) column. To make the worksheets flexible, we intentionally did NOT assign specific rating criteria for each choice. Rather, it's up to the interviewer/panel to decide how to evaluate as well as weight each interview/application element/question as appropriate to the advertised vacancy.

Here is one possible rating approach:

If the application element or applicant's interview answer was to a question that asked for the most important innovation, or a similar ACCOMPLISHMENT type element/question, and...,

- the response is an example of well-planned and well executed behavior, **rate it a 4 or 5.**
- the response is an example of a moderately well-planned and well executed behavior, **rate it a 3.**
- the response is an example of poorly planned and poorly executed behavior, **rate it a 1 or 2.**
- the response is not at all applicable, **rate it NA.**

On the other hand, if the application element or applicant's interview answer was to a question that asked for the worst experience/greatest disappointment, or a similar FAILURE type element/question, and...,

- the response is an example of a poorly planned, ineffective behavior with no apparent subsequent improvement, **rate it a 1 or 2.**
- the response is an example of a moderately ineffective behavior with some improvement demonstrated, **rate it a 3.**
- the response exemplifies a novel and or difficult problem from which the applicant recovered, learned, and demonstrated improved performance, **rate it a 4 or 5.**
- the response is not at all applicable, **rate it NA.**

If you probe an element or performance question extensively, and the applicant still provides no response, **enter a zero rating atop the NA column.**

Rate the applicant's responses as soon after the interview as possible to keep one applicant's responses separate from the next. Your ability to recall details will fail you more quickly than you might expect.

AVOID THESE RATING ERRORS: After you have rated an applicant, check your numbers for the following common evaluation errors and, if applicable, adjust your ratings.

Elevation Errors -- You rate all applicants nearly the same, and too high or too low. It is unlikely that all applicants are truly all 4's and 5's or all 1's and 2's. *Use all of the rating numbers.*

Central Tendency Errors -- The natural unwillingness and discomfort of many survey respondents is to select either a 1 or a 5 (the highest and lowest choices). *Be decisive and take a stand.*

Halo Errors -- Evaluating an applicant, whether ALL high, ALL neutral, or ALL low on the basis of one response, or the rater's "feeling" (usually a reaction) about the applicant. *Rate each element/response on its own merit without reflection on other applicant behaviors, responses, and especially characteristics.*

Time and Practice Errors -- Time errors sneak in as the day/interviews progress. Practice errors are the result of becoming more and more familiar with the rating scale relative to the apparent sameness of many or all applicant's responses. *Rate each element/response on its own merit without reflection on other applicant behaviors, responses, and especially characteristics.*

ENCLOSURE 5 -- INTERVIEW WORKSHEET -- page 2 of 3

| INTERVIEW ELEMENT SPECIFIC INTERVIEW QUESTIONS | RATING VALUES: | | | | | | WEIGHTING (X) Total | | NOTES: |
|---|----------------|---|---|---|---|----|------------------------|--|--------|
| 1. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 2. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 3. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 4. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 5. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 6. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 7. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 8. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 9. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 10. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| Additional notes/comments: | | | | | | | | | |

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| ENCLOSURE 5 -- INTERVIEW WORKSHEET -- page 3 of 3 | | | | | | | | | |
|---|----------------|---|---|---|---|----|------------------------|--|--------|
| INTERVIEW ELEMENT SPECIFIC INTERVIEW QUESTIONS | RATING VALUES: | | | | | | WEIGHTING (X) Total | | NOTES: |
| 11. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 12. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 13. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 14. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 15. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 16. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 17. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 18. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 19. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| 20. | 5 | 4 | 3 | 2 | 1 | NA | x | | |
| Additional notes/comments: | | | | | | | | | |

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SUPPORT SERVICES JOB AID

| ENCLOSURE 6 -- APPLICANT SELECTION DOCUMENTATION | | |
|---|---|--|
| Position: _____ | | Date: _____ |
| Applicant: _____ | | Selecting Official: _____ |
| <p>This form is used to demonstrate your adherence to equal employment opportunity guidelines and fair hiring practices. Indicate below your hiring decisions for each applicant considered for this position vacancy. The following reasons for rejecting applicants are acceptable so long as the same statement cannot be applied to the applicant selected. Check the applicable reason(s) for non-selection. (From <u>Human Resource Training Reports</u>, Business and Legal Reports, Inc., Madison, CT, 1996. (series)</p> | | |
| # | √ | NON-SELECTION ELEMENT |
| 1. | | Does not meet minimum job specifications. |
| 2. | | Meets minimum specifications, but not best qualified. |
| 3. | | No prior related experience. |
| 4. | | Less prior related experience than applicant selected. |
| 5. | | Cannot meet physical standards/requirements for the position. |
| 6. | | Lower level of required skill than applicant selected. |
| 7. | | Less directly relevant training/education than applicant chosen. |
| 8. | | Cannot work the hours/schedule required. |
| 9. | | Applicant withdrew from consideration. |
| 10. | | Other: |
| 11. | | Other: |
| 12. | | Other: |
| Position offer will [] or will NOT [] be extended. (Check one box only.) | | |
| Indicate below, the job-related reason(s) this applicant was NOT selected as best qualified, OR ..., → → → → → | | Indicate below, the job-related reason(s) this applicant was selected as best qualified. |
| (Enter non-selection reason number(s) from above as your other non-selection reasons.) | | |
| <p>Note: Notify all applicants of the status of their application as soon as possible. Those not employed may be told, "The applicant whose qualifications best fit the job specifications was selected."</p> | | |

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ENCLOSURE 7 -- EXAMPLE REFERENCE CHECK QUESTIONS

1. What were the applicant's principal responsibilities in order of importance?
2. How would you rate the applicant's quality and volume of work?
3. Please describe your observations of the applicant's attitudes and work behaviors.
4. Would you please describe the relationship between the applicant and his or her staff and peers/colleagues?
5. What were the applicant's principal strengths, outstanding successes and significant failures?
6. What was the most effective way to motivate the applicant?
7. How would you compare the applicant's performance to the performance of others with similar responsibilities?
8. How did the applicant work with other people and what were the reasons?
9. How did you feel about the applicant's management practices?
10. How would you describe the applicant's success in training, developing, and motivating subordinates?
11. What could the applicant have done to produce even better results?
12. What does the applicant need to do for continued professional growth and development?
13. What do you think subordinates and peers would say about the applicant?
14. What was your work/reporting relationship to this applicant?
15. What company did the applicant work for prior to joining you and what company did he or she join after leaving?
16. Would you rehire this person? (Why?)
17. What other information do you have that would help to develop a more complete picture of the applicant?

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SUPPORT SERVICES JOB AID

| ENCLOSURE 8 -- REFERENCE CHECK WORKSHEET, page 1 of 3 | | | | | | | | | |
|--|--|--|--|--|---|---|---|---|---|
| Position: _____ | | | | | Date: _____ | | | | |
| Applicant: _____ | | | | | Interviewer: _____ | | | | |
| Reference: _____ | | | | | Relationship to Applicant: _____ | | | | |
| Phone Number: _____ | | | | | | | | | |
| REFERENCE RATING CRITERIA | | | | | 5 | 4 | 3 | 2 | 1 |
| 1. Internal and external customer/patron service: | | | | | | | | | |
| 2. Ability to work both positively and effectively with manager, supervisor, peers, and staff: | | | | | | | | | |
| 3. Overall work quality and quantity: | | | | | | | | | |
| 4. Overall ability to meet/exceed deadlines: | | | | | | | | | |
| 5. Punctuality, tact, professionalism, manners, and demeanor. | | | | | | | | | |
| 6. Additional Comments: | | | | | | | | | |
| A. Salary? | | | | | | | | | |
| B. How long worked at present job? | | | | | | | | | |
| C. What are the applicant's strong points? | | | | | | | | | |
| D. What are the applicant's weaknesses, if any? | | | | | | | | | |
| E. History of use or abuse of annual and sick leave? Tardiness? | | | | | | | | | |
| 7. Additional comments which would help us or the applicant? | | | | | | | | | |
| 8. Overall, how would you rate this applicant? | | | | | | | | | |
| 5 - Outstanding | | | | | 5 | 4 | 3 | 2 | |
| 4 - Highly Satisfactory | | | | | | | | | |
| 3 - Satisfactory | | | | | | | | | |
| 2 - Less Than Satisfactory | | | | | | | | | |

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| ENCLOSURE 8 -- REFERENCE CHECK WORKSHEET -- page 2 of 3 | | | | | | | |
|---|----------------|---|---|---|---|----|--------|
| SPECIFIC REFERENCE CHECK QUESTIONS | RATING VALUES: | | | | | | NOTES: |
| 1. | 5 | 4 | 3 | 2 | 1 | NA | |
| 2. | 5 | 4 | 3 | 2 | 1 | NA | |
| 3. | 5 | 4 | 3 | 2 | 1 | NA | |
| 4. | 5 | 4 | 3 | 2 | 1 | NA | |
| 5. | 5 | 4 | 3 | 2 | 1 | NA | |
| 6. | 5 | 4 | 3 | 2 | 1 | NA | |
| 7. | 5 | 4 | 3 | 2 | 1 | NA | |
| 8. | 5 | 4 | 3 | 2 | 1 | NA | |
| 9. | 5 | 4 | 3 | 2 | 1 | NA | |
| 10. | 5 | 4 | 3 | 2 | 1 | NA | |
| Additional notes/comments: | | | | | | | |

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| ENCLOSURE 8 -- REFERENCE CHECK WORKSHEET -- page 3 of 3 | | | | | | | |
|---|----------------|---|---|---|---|----|--------|
| SPECIFIC REFERENCE CHECK QUESTIONS | RATING VALUES: | | | | | | NOTES: |
| 11. | 5 | 4 | 3 | 2 | 1 | NA | |
| 12. | 5 | 4 | 3 | 2 | 1 | NA | |
| 13. | 5 | 4 | 3 | 2 | 1 | NA | |
| 14. | 5 | 4 | 3 | 2 | 1 | NA | |
| 15. | 5 | 4 | 3 | 2 | 1 | NA | |
| 16. | 5 | 4 | 3 | 2 | 1 | NA | |
| 17. | 5 | 4 | 3 | 2 | 1 | NA | |
| 18. | 5 | 4 | 3 | 2 | 1 | NA | |
| 19. | 5 | 4 | 3 | 2 | 1 | NA | |
| 20. | 5 | 4 | 3 | 2 | 1 | NA | |
| Additional notes/comments: | | | | | | | |

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ENCLOSURE 9 -- REFERENCE REQUEST FORM, page 1 of 2
Written Request

Date:
From:
To:

Subj: **Request For References**

The following named applicant: _____,
has applied to us for employment as a/an: _____.
The applicant indicates that his/her dates of employment with you were:

From:

To:

As a/an:

(Name of position.)

Your information will be kept in strict confidence. Thank you for your cooperation.

I hereby authorize you to provide the _____ FFR Department with the requested information. Thank You.

Signature of applicant: _____ Date:

REFERENCE INFORMATION:

Period of employment: From: _____ To:

Reason for leaving:

Eligible for rehire: ☐ -- YES ☐ -- NO

In NO, why?

| PLEASE RATE EACH OF THE FOLLOWING: | Excellent | Good | Fair | Poor |
|------------------------------------|-----------|------|------|------|
| Quality of work | | | | |
| Quantity of work | | | | |
| Initiative | | | | |
| Cooperation | | | | |
| Attendance | | | | |

ADDITIONAL COMMENTS:

(Signature and Title)

(Date)

ENCLOSURE 9 -- REFERENCE REQUEST FORM, page 2 of 2
Telephone Request

Name of Applicant: _____ Position Applied for:

Company Contacted: _____ Person Contacted:

1. The applicant states that his/her dates of employment with you were:

From: _____ To:

As a/an:

(Name of Position.)

2. What was the nature of the job when he/she started?

When he/she left?

3. Were there any attendance problems? ☐ -- YES ☐ -- NO

4. Would the applicant be eligible for a rehire? ☐ -- YES ☐ -- NO

5. What were his/her reason(s) for leaving?

6. Where was the applicant employed prior to working for your company?

7. Are there any additional comments that you could make that would help us make a decision?

Additional Remarks:

Checked by: _____ Date:

ENCLOSURE 10 -- PERMISSION TO RELEASE INFORMATION FORM

I, _____, (name of individual/applicant), do hereby authorize the _____ FFR Department/Program to provide a copy of all of its records concerning my employment history to: _____.

I hereby release _____ (former employer, FFR Department/Program, etc.,), its employees, agents, directors, shareholders, and related entities from any and all claims I may have arising out of the furnishing of such information.

Employee Signature

Witness Signature

Printed Name of Employee

Printed Name of Witness

Date:

Date:

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