

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, DC 20314-1000

ER-690-1-1203

CEHR-E

Regulation
No. 690-1-1203

14 October 2010

Civilian Personnel
CORPORATE RECRUITMENT AND SELECTION

Supplementation to this regulation is permitted but not required. USACE Commanders will provide a copy of their proposed supplement to HQUSACE (CEHR-E), Washington, DC 20314-1000 through chain of command channels for approval prior to issuance.

1. References.

- a. AR 690-200, Chapter 213, Excepted Service Appointments, 3 September 1993.
- b. USACE Supplement 1 to AR 690-200, Chapter 213, 30 November 2001.
- c. Title 5, C.F.R, Vol 1, Part 213, Excepted Service.
- d. USACE Campaign Plan, 5 February 2009.
- e. Memorandum, USACE, 26 February 2010, Employment of Federal Civilians Annuitants in the Corps of Engineers (USACE) (Reemployed Annuitants).
- f. Office of Personnel Management Guide to Reference Checking.

2. Purpose. This policy guidance defines the requirements and processes for USACE corporate recruitment and selection used for applicable positions covered under the General Schedule (GS), Defense Civilian Intelligence Personnel System (DCIPS) and positions in the Laboratory Personnel Demonstration Project (Lab Demo). Revision reflects changes resulting from pay system change from National Security Personnel System (NSPS) to General Schedule (GS). ER 690-1-1203 dated 17 Jun 09 will continue to apply to NSPS positions, for which that policy applied, until the positions are converted from NSPS.

3. Policy. The Corps goal is to consider, select, train, and develop a work force with diverse attributes and talents that will exemplify the competencies required to support the USACE Campaign Plan and meet mission requirements. In this context, the term “diverse” has much broader implications than race and gender; it also describes broad work experiences. By requiring significant senior level involvement in this process, the Corps reinforces its core values and the importance of selecting the best person for the job, regardless of the source.

This Engineer Regulation supersedes ER 690-1-1203, dated 1 Aug 01, 1 May 09 and 17 Jun 09.

4. Distribution Statement. Approved for public release; distribution is unlimited.

5. Applicability. This regulation applies to all HQUSACE elements and all USACE commands. Policies and procedures for the selection of attorneys are set forth in references 1a, b, and c. To the extent that those attorney-specific regulations and supplements contain additional or different requirements, the attorney-specific regulations and supplement shall govern. This guidance does not apply to deployed Districts.

a. This guidance is applicable to:

(1) All supervisory GS-15 positions, to include equivalent Defense Civilian Intelligence Personnel System (DCIPS) and Laboratory Demonstration Project positions.

(2) All FOA, MSC, and District supervisory GS-14 positions, to include equivalent DCIPS and Laboratory Demonstration Project positions, that report directly to the Commander/Director;

(3) Supervisory GS-14 positions at the District level reporting directly to the National Contracting Organization or National Law Firm Chiefs at the Division/MSC level; and

(4) All USACE HQ supervisory GS-14 positions.

b. The process described at Appendix B will be used to competitively fill on a permanent basis the covered positions by promotion or reassignment except as provided in paragraph 8.

c. Employees may not be permanently placed into positions at a higher organizational level without competition.

d. The USACE approved leadership assessment tool will be used for all candidates for supervisory GS-15 or equivalent positions who are selected for interviews by the selection panel. Use of the tool is highly encouraged for other positions covered by this policy as described in section 5.a.(2)-(4). Panel members are required, and selecting officials are strongly encouraged to participate in the feedback session provided by the vendor. The leadership assessment feedback session will be scheduled, when possible, prior to candidate interviews.

e. Commanders and directors will, through command channels, obtain the concurrence of the selecting official when they object to the qualifications of Priority Placement Program candidates proposed for placement.

f. Personal interviews will be conducted. All members, including the panel chair, will participate in the interview process, which may be either in person, by telephone or by VTC, etc.

g. All recruitment and selection expenses will be funded by the activity where the position is located (e.g., advertisements, TDY expenses for panel members, including HQUSACE SES, and

the Leadership Assessment). Payment of permanent change of station (PCS) expenses is mandatory for all permanent positions covered under this policy. Authorization for payment of Defense National Relocation Program (DNRP) services may be approved at the discretion of the appropriate official in accordance with applicable guidance. Vacancy announcements must state that PCS expenses, or if applicable DNRP, will be authorized. DNRP may not be authorized if not included in the vacancy announcement.

h. Recommended selections should be forwarded to the selecting official as soon as possible after panel deliberations are complete. Names of recommended candidates will not be released until the selecting official makes a selection.

i. The selecting official may conduct a separate interview of the top nominees recommended by the panel, or if so desired, participate during the panel interview process. The selecting official may elect to reconvene a panel, or establish a new panel, upon receipt of a selection recommendation that is not clearly supported by the documentation provided.

j. Hiring and extensions of reemployed annuitants must follow USACE guidance in reference 1e. Indefinite full-time appointments of reemployed annuitants to permanent positions covered by this regulation are subject to the full Corporate Recruitment and Selection process.

k. When filling temporary positions, the area of consideration must include current USACE employees. The use of the leadership assessment tool is strongly encouraged but not mandatory. When use of the tool has been excluded, the selection package will document this exclusion. Individuals selected for temporary positions may not be placed permanently into these positions without going through the full corporate recruitment and selection competitive process. The use of temporary assignments is encouraged for Defense Senior Leader Development Program (DSLDP) participants when compatible with their Individual Development Plans.

6. Delegation of Authority. Commanders and directors will be personally involved in determining the recruitment strategy for each covered position to ensure outreach efforts are sufficient to attract a diverse and well-qualified candidate pool. Selecting official and panel chair authority provided in Appendix A will be used when filling positions described in paragraph 5 above. Authority for approving exceptions is outlined in paragraph 8 below. Except as provided in this regulation, no further redelegation is authorized.

7. Panel Composition and Responsibilities.

a. Panel composition.

(1) For supervisory GS-15 or equivalent DCIPS and Laboratory Demonstration Project positions, the panel must include three members as a minimum (or any odd number of members e.g., five or seven): the chair, the supervisor of the position, and a Senior Executive Service

(SES) member from outside the activity where the position is located (e.g., outside the MSC/Lab or HQ Directorate). Selecting officials may modify the panel composition if an external SES is not available for a supervisory GS-15 (or equivalent) panel within a reasonable timeframe. If the delay in scheduling would cause the selection to require more than 45 days to complete, the selecting official may include an internal SES as panel member.

(2) For supervisory GS-14, or equivalent DCIPS and Lab Demo positions, the panel must include three members as a minimum (or any odd number of members e.g., five or seven): the chair, the supervisor of the position, and a supervisory GS-15 or equivalent member from outside the activity where the position is located (e.g., outside the District/FOA or HQ Directorate).

(3) Panel should include members from under-represented groups based on the Equal Employment Opportunity (EEO) analysis of under-representation in the organization where the vacancy exists. Diversity for panel members is satisfied with women and minorities, not to include EEO or HR observer(s). Panel members must be Federal employees, military or civilian, serving at or above the level of the position to be filled. Members may be from within or outside of USACE.

(4) Panels for positions in national organizations will include a member of the supported activity.

b. Panel Chair Responsibilities.

(1) The panel chair has the option of using an initial screening process and the process must be documented. The panel chair may choose to use a panel for the initial screening of referral lists as long as the panel composition (diversity, numbers, grade level/rank of members) is retained and the screening is based on job-related merit factors.

(2) The Panel chair will ensure that selection panel members reach a decision on the recommendation.

c. Selecting Official Responsibilities.

(1) The selecting official must ensure the panel recommendation complies with DoD and Army rules and regulations pertaining to selection and placement.

(2) The matrix at Appendix A reflects responsibilities at all levels. Some career programs require functional chief involvement in key selections. Responsibilities may not be further delegated except as specified in this regulation.

(3) The selecting official will approve the recruitment and selection strategy. The recruitment and selection strategy will include panel membership, and all criteria, including

interview questions, to be used for recruitment and selection. Selection criteria must be inclusive, emphasize leadership, and exclude restrictive or organization unique systems or processes.

d. Non-voting Panel Secretary. The panel chair may appoint a non-voting panel secretary who will:

- (1) Coordinate panel meeting dates and schedules;
- (2) Serve as the interface between the panel and the interviewees;
- (3) Coordinate and manage the Leadership assessment tool process;
- (4) Compile the panel's working papers and records of proceedings;
- (5) Provide the letters of non-selection to the selecting official or designee; and
- (6) Provide the completed corporate selection file to the panel chair.

e. HR/CPAC and EEO representatives serve a vital role in providing advice and assistance during the recruitment planning/strategy development process up through the selection and should be consulted at each appropriate step. Prior to the interviews, the HR/CPAC representative will brief the panel upon request on the procedural requirements, the role of a panelist, and prohibited personnel practices. The EEO advisor/observer will brief the panel, in advance of the interview, on USACE Affirmative Employment Program demographics and assist leaders in conducting merit-based interviews. It is highly encouraged that the EEO advisor/observer serve as a non-voting panel advisor as determined by the panel chair.

f. Employees who expect to compete for the vacancy will not participate in any part of the recruitment and selection process.

8. Exceptions.

a. Situations not requiring approval of the selecting official:

(1) Reassignment to a supervisory position at the same grade, at the same or lower organizational level if the employee was previously selected under the corporate recruitment and selection policy for a supervisory position.

(2) Change to a lower grade into a supervisory position if the employee was previously selected under the corporate selection policy for a covered supervisory position.

(3) Position upgrades (including attorneys) resulting from an employee's position being classified at a higher grade because of additional duties and responsibilities.

(4) Laboratory Demonstration position upgrades resulting in non-competitive promotions to the Pay Band IV or V level as a result of application of Factor IV, Research Grade Evaluation Guide.

(5) Candidates who competed and were selected for participation in formal developmental programs (e.g., Senior Service College, DSLDP) may be permanently assigned to a position at the same or equivalent grade previously held upon completion of their formally recognized DoD/DA developmental programs.

b. Activity commanders and directors may approve filling positions on a non-competitive basis through use of temporary promotions, or details, as an exception to the policy without the approval of the selecting official. Positions may be filled for short periods with one incumbent (up to the limit on non-competitive temporary promotions, currently 120 days for GS positions); or with multiple incumbents serving consecutively.

c. Panel chair may approve an exception to the policy when filling vacant temporary positions not to exceed one year or less. Panel chair may approve a modified recruitment plan; and may make selections in such cases. Selecting official approval is required when filling vacant temporary positions over one year.

d. Activity commanders may approve extension or appointment of a reemployed annuitant beyond one year in a position. (Ref 1.e.).

e. Second level supervisors of vacancies may approve placement of individuals in lieu of reduction-in-force without regard to these requirements.

f. When circumstances exist that meet the spirit and intent of this regulation, and that justify an exception not covered in this regulation, requests for exception must be submitted via the chain of command to the Directorate of Human Resources (ATTN: CEHR-E), for approval by the DCG. Requests for exceptions must include:

(1) Title, series and grade of the position being filled by exception and the title, series and grade of the individual for which an exception is being sought.

(2) Organizational information depicting where the position resides in the organizational structure, to include subordinate staff up through the respective commander or director

(3) Rationale in support of the critical nature warranting the exception being requested.

(4) Information on efforts made to fill the vacancy, if any, and results attained.

(5) Information on the individual's selection for current or prior positions under the USACE Corporate Recruitment and Selection procedures and participation in the Flippen Leadership Assessment process. If available, provide the date of the most recent Gallup/Flippen Leadership Assessment and summary of the feedback received from the Leadership Assessment Consultant. If the individual has not participated in the Leadership Assessment, provide information in support of the employee's leadership capabilities, including past supervisory/leadership roles held.

g. The DCG may waive corporate recruitment and selection requirements in support of filling vacancies relating to military/contingency operations, national emergencies, or natural disasters.

h. Assignment to a position where placement in a higher grade is the result of an appeal, EEO complaint, or judicial decision may be made without approval.

9. Procedures.

a. Panel chair must carefully review and document the criteria used by the panel to evaluate the candidates referred. The selection panel members should rank the referred candidates based on their overall assessment of the candidate's related experience, to include as appropriate such factors as leadership abilities, awards, education/training, performance appraisals, and other relevant factors.

b. Hearsay evidence. During both the short-listing process and the selection interview, no hearsay evidence may be presented. Should a member of the Selection Panel be party to information or have knowledge supplementary to or in contradiction of that contained in a candidate's application documents, such information must be verified and declared beforehand. Any member who is party to information of this nature and who is of the opinion that it may impede his/her ability to make objective decisions must recuse her/himself from the process.

c. Interview results, both personal and from the leadership assessment tool, should not be given sole weight, but should be considered with the results of other information, to include reference checks with current and former supervisors and other knowledgeable individuals such as functional managers, internal USACE customers, etc. A search on the Personnel Management and Information Support System (PERMISS) section, Recruitment and Placement Program, Candidate Referral and Selection, at the Army web site <http://www.cpol.army.mil>, provides useful information and includes some good discussion on inappropriate interview questions and subjects. Appendix C provides a format to be used by the panel chair to forward a recommendation for selection.

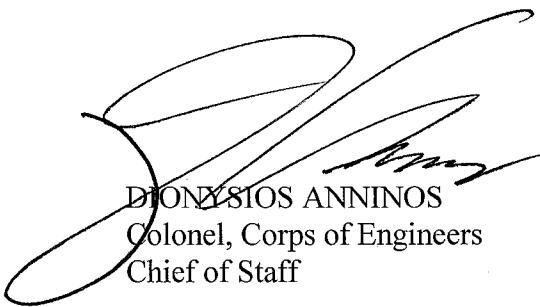
d. One of many factors to consider in making a final selection decision is the result of a thorough reference check (see reference 1f). Selecting officials and panel members are to respect an applicant's request not to contact the current supervisor in order to avoid jeopardizing

the applicant's current employment situation. In such cases, the applicant must be able to provide references who can address the applicant's work record. Functional managers, internal USACE customers, peers and subordinates, may be contacted, as appropriate. A common rule of thumb suggests that applicants and reference providers should have worked together for at least six months within the last five years. Candidate consent is needed prior to contacting references. Consent can be granted via language on the job announcement (e.g., a statement that all information will be verified), the Declaration for Federal Employment (OF-306), similar developed form, or orally (e.g., during the interview) to confirm the right to contact references and discuss prior work behavior. All questions asked about applicants should relate to the requirements of the job and to employee performance and conduct in previous jobs. The individual conducting the reference check must have served, or will serve, on the interview panel and know the requirements of the job. Note that the feedback received from any single reference may be subjective but consensus of references may be viewed as objective.

10. Program Evaluation. Implementation of the corporate recruitment and selection policy will be evaluated for effectiveness in achieving corporate goals in the selection, training, and development of a workforce, which exemplifies diverse attributes and talents. Selection data will be obtained utilizing existing human resources and equal employment automated tools. In coordination with regional and local human resources offices, selection data will be refined and supplemented to include the number of geographical and functional moves (e.g., from planning to engineering or from construction to operations) for evaluation of the results achieved through implementation of this policy. Annual evaluation of program outcomes will be conducted by HQUSACE and published on a fiscal year basis.

FOR THE COMMANDER:

- 3 Appendices
- App A – Selection Authorities for
Supervisory Positions
- App B – Recruitment Process
- App C – Sample Selection Recommendation



DIONYSIOS ANNINOS
Colonel, Corps of Engineers
Chief of Staff

APPENDIX A

Selection Authorities For Supervisory Positions

Activity/Organization	SELECTING OFFICIAL, Supervisory GS-15 OR EQUIVALENT	PANEL CHAIR, Supervisory GS-15 OR EQUIVALENT	SELECTING OFFICIAL, Supervisory GS-14 OR EQUIVALENT	PANEL CHAIR, Supervisory GS-14 OR EQUIVALENT
HQ	DCG or DCG MIO/CEO, may be delegated to Director or SES Director	SES Director or Chief of Staff; may be delegated to SES in the Organization, Deputy Director, or Deputy Chief of Staff	SES Member or Chief of Staff	SES Member or Chief of Staff; may be delegated to Deputy Director or Deputy Chief of Staff
National Organizations	SES Director or DCG (Note: for Deputy positions, DCG)	SES Director or Chief of Staff; may be delegated to Deputy of SES or Supervisory GS-15 Chief in National Org	SES Director or DCG; may be delegated to Deputy of SES or Supervisory GS-15 Chief in National Org	Directorate Deputy Director or Regional Supervisor at Supervisory GS-15 level
FOA/Other (249 th , ACE-IT, HECSA, IWR, MDC, ULA, UFC)	SES Director or DCG	FOA Director/Commander	FOA Director/Commander	FOA Director/Commander; may be delegated to Deputy
Divisions, ERDC, Labs, and AGC	MSC Commander or ERDC/Lab/AGC Director	Commander or ERDC/Lab Director; may be delegated to SES or MSC Deputy Commander	Commander or ERDC/Lab Director; may be delegated to Div SES, Deputy Commander or ERDC Deputy Director	Commander or ERDC/Lab Director; may be delegated to SES or Deputy Div Commander/Director
Districts	Div Commander	Div SES; may be delegated to District Commander	Div Commander; may be delegated to SES or Div Deputy Commander	District Commander; may be delegated to Deputy District Commander or DPM
Centers (HNC)	DCG	Center Commander	Commander	Commander; may be delegated to Deputy Center Commander or DPM

Note: Authority may not be delegated to a position/individual below the rank of the job being filled.

MIO–Military and International Operations ; CEO-Civil and Emergency Operations; MDC-Marine Design Center

APPENDIX B

Recruitment Process

B-1. Each USACE activity shall determine the outreach efforts required to ensure that the applicant pool consists of diverse, well-qualified candidates, including minorities and women. This must include the personal involvement of the commander or director with the vacancy. It is important to note that decisions made at this stage can dramatically alter the candidate pool from which a selection is made. There are two major areas to increase opportunities for competition: (1) area of consideration (status/non-status) and (2) classification of the position to different occupational series. Accordingly, commanders/directors should consult with Human Resources and EEO advisors in advance when developing the recruitment strategy and at each appropriate step. Recruitment plans should include the following provisions:

a. For permanent actions, an area of consideration that includes all status candidates is encouraged. Including non-status candidates when appropriate and when expected to generate well-qualified candidates is also encouraged. The minimum announcement period is 14 days; however MSC Commanders, SES Directors or the DCG may approve an announcement opening period of less than 14 days if consistent with the DA Career Program Manager prescribed time-frames. Carefully evaluate the DA Career Program unique requirements and the area of consideration for positions filled on a temporary basis, particularly for those exceeding one year.

b. Commanders/directors should carefully review the classification of the position to ensure that it properly reflects current duties and organizational setting, including appropriate occupational series.

B-2. Selecting official is responsible for approving in writing the recruitment strategy, panel composition, and all criteria to be used.

B-3. Selecting officials are responsible for approving a diverse selection panel comprised of knowledgeable individuals at or above the grade level of the vacancy. Individuals who may participate in the process who do not meet this criterion must observe only; they must not vote. Also, due to their unique contributions to this process, HR and EEO observers should not vote on panels in which they serve as advisors to the selection board. This does not preclude HR and EEO officials from serving as voting panel members where they are not designated as the HR or EEO advisor.

B-4. Upon receipt of the referral list, the panel chair will convene the panel to review the qualifications of the candidates and determine which candidates to interview. Convening of the panel may be done in person, via VTC and/or through email communications. It is not appropriate to have some members of the selection panel interview the candidates separately. Interviews may be either in person, telephonic or via VTC. Leadership assessment tool feedback will be obtained on all supervisory GS-15 candidates scheduled for a selection panel interview.

B-5. In the area of panel representation, the following guidance applies:

a. To preclude any perception of bias, members must avoid serving as panelists for any position where there could be a perception of favoritism or impartiality. Members should discuss questionable situations with the selecting official prior to agreeing to serve.

b. The panel members represent the corporate perspective. The panel seeks to align selections with the corporate agenda, ensuring the process is fair and equitable to all. Members participate fully in decisions at every step of the selection process and do not need to be subject matter experts. The panel does not focus on technical capabilities to the exclusion of leadership ability – leadership capabilities are key. The members must be prepared to discuss panel proceedings with the selecting official, upon request.

c. Once the selection panel membership has been established, the selecting official must approve any change in panel membership. The selection package must include the rationale for this change.

B-6. Documentation.

a. Once the selection panel has reached a decision on the recommended candidate and alternates, the panel chair will forward a recommendation to the selecting official (sample format at Appendix C). Significant delays require documentation of reasons for the delay and may cause the recruitment and selection process to start again. This recommendation should include a first and second alternate in case the selectee declines the offer. If the selection panel does not recommend an alternate selection, indicate in the package the proposed course of action. The recommendation should include the documentation on the criteria used by the panel, discussion of qualifications of the candidates and the rationale for the recommendation. If the position has been upgraded, describe circumstances warranting the upgrade and whether it is encumbered.

b. The selection package must provide a discussion of the leadership strengths of the selectee and alternates. Total leadership assessment is the most predictive. Based on the results of the leadership assessment, provide an explanation of where each candidate falls in one of the three categories that follow:

(1) Tier I: Candidates have proven leadership experiences and strengths sufficient to carryout the Corp's goals as outlined in the Campaign Plan.

(2) Tier II: Candidates have some of the leadership strengths identified in the study of the best Corps leaders. They have some potential to drive the organization into the future. However, they are not as powerful as the best of the study group. Consequently, their impact is likely to be contingent upon how well they fit their particular leadership situation and the support they receive.

(3) Tier III: Candidates have fewer leadership strengths identified in the study of the best Corps leaders. A move to the next level may not set them up to replicate the successes they are having in their current position. The profile is not a good match based upon the study group.

B-7. The selecting official will notify the appropriate panel chair of his/her selection or will document that selection and return the referral list to the activity where the position is located for further processing.

B-8. The selecting official or designee is responsible for notifying non-selected candidates of the final selection.

B-9. The disposition and retention of recruitment and selection files should be in accordance with controlling DA and USACE regulations concerning files establishment, maintenance and retention for recruitment and selection actions.

B-10. The selection or assignment of an attorney requires approval of the Qualifying Authority, the USACE Chief Counsel, prior to finalizing any such action.

APPENDIX C

Sample Selection Recommendation

CEXXX-

(DATE)

MEMORANDUM FOR (SELECTING OFFICIAL)

SUBJECT: Recommended Selection for (*Position Title*), (Pay Plan) - (*Series*) - (*Grade*), (*Organization Title*), Referral (*Number*), (*Date*) issued

1. References:

- a. Engineer Regulation ER 690-1-1203, dated XXXXXXXX
- b. AR 690-200, Chapter 213, Request for Excepted Positions under Schedule A, B, or C, dated 3 September 1993.
- c. USACE Supplement 1 to AR 690-200, Chapter 213, dated 30 November 2001.
- d. DoD Directive 1442.2, Personnel Actions Involving Civilian Attorneys, dated 11 October 1968.

2. The purpose of this memo is to provide results of recruitment and recommend selection for the (*Title, series, grade*) position, for the (*employing location*). For the reasons articulated at TAB A, I recommend that you select (*Name, employment location, series, and GS grade or equivalent*) for subject position. My first and second alternates are also at TAB A, as are the applications.

3. As required by references, TAB B contains the recruitment strategy. (*If this position has been upgraded, describe circumstances warranting the upgrade and whether it is encumbered.*) This position was announced under (merit promotion or delegated examining) and was open 14 days to federal (*status*) and private sector (*non-status*) candidates. The referral list (*TAB C*) contains (*number*) of candidates. The OPM Certificate of eligibles contains (*number*) of candidates.

4. Upon receipt of the referral list, I chaired a selection panel (*TAB D*) that used the approved selection criteria (*TAB E*). Each member of the selection panel independently evaluated all referred candidates based on available information (*e.g., resume, performance appraisals, etc.*).

ER 690-1-1203
14 Oct 10

We consolidated the names into a list of (*Number*) finalists for further consideration (*explain process for determining break point*). The panel's evaluation is at TAB F.

5. Interviews, selection panel and Leadership Assessment were offered to (*Number*) candidates. The selection panel interviewed the top (*Number*) candidates utilizing the approved interview questions (*TAB E*). Names of candidates interviewed and the results of the panel's evaluation are at TAB F. TAB F reflects the consideration given to the non-selected candidates. Based on the records presented, the results of the leadership assessment, the responses to the questions asked by the selection panel, and the recommendations of past and present supervisors, we recommend (*Name*). Our rationale for recommending this individual is at TAB A. (*TAB A must provide a discussion of the leadership strengths of the recommended selectee and alternates*). Alternate selections have been recommended and are at TAB A. We request approval to move to our first and/or second alternate without prior approval in the case of declinations. (*If alternate selections are not recommended, indicate your recommended course of action.*)

6. The EEO representative (*Name, GS grade or equivalent, employing activity*) did/did not serve as observer and/or advisor, and the HR/CPAC representative (*Name, grade, employing activity*) did/did not serve as observer and/or advisor concerning the evaluation and selection processes used. We believe the processes were thorough, independent, fair to all applicants, and used job-related criteria to determine the candidates to be interviewed.

7. The POC for additional information is (*Name, location, telephone number, and email address*).

(SIGNATURE Block of Panel Chair)

BACKGROUND TABS

- A RATIONALE FOR RECOMMENDED SELECTEE &
FIRST & SECOND ALTERNATE (Attach records.)

- B RECRUITMENT STRATEGY (Include vacancy announcements
and position description.)

- C COPY OF ANNOTATED REFERRAL LIST(S)
(Status and nonstatus)

- D SELECTION PANEL
(Show names, position title, grade, rank, employing office location to
include Laboratory Demonstration Project, DCIPS, position/rank/series/
employing activity/symbol.)

- E APPROVED SELECTION CRITERIA
(Include all criteria and interview questions.)

- F MATRIX REFLECTING EVALUATION OF CANDIDATES
BY PANEL
(Attach records of remaining candidates interviewed.)