



## DEPARTMENTS OF THE ARMY AND THE AIR FORCE

JOINT FORCES HEADQUARTERS – ALASKA

HUMAN RESOURCES OFFICE

PO BOX 5800

JBER-RICHARDSON AK 99505-5800

3 May 2013

### MEMORANDUM FOR ALASKA NATIONAL GUARD SUPERVISORS

**SUBJECT:** Quality Selections of Fulltime Positions (AGR and Technician) within the Alaska National Guard (HRO Policy 13-13)

1. **PURPOSE.** The purpose is to provide updated guidance. The Air Commanders or Chiefs of Staff may have specific requests to enhance their hiring program and will be coordinated on a case-by-case within this guidance. The Exceptional Family Membership (EFMP) process will be used for AGR applicants to military installations which have limited medical resources. This policy supersedes previous policy letter versions, same subject including AKNG-HRO Memorandum, subject Quality Selections of Fulltime Positions (AGR and Technician) within the Alaska National Guard (HRO Policy Letter 04-03) dated 4 Feb 04.

- a. **Key Changes:** This policy letter contains updates as it pertains to released regulations and instructions, and adds a useful handbook with a checklist and samples to aid in the hiring process.
- b. The Alaska National Guard is an Equal Opportunity Employer. Selections will be made without regard to race, color, religion, age, national origin, or gender.

2. **REFERENCES.** This policy letter is to be used in conjunction with AK's Labor/Management Agreement (LMA), AK's Merit Promotion Plan (MPP), AR 611-1, NGR 600-5, NGR 600-200, NGR 600-100, NGR 600-101, AR 135-18, ANGI 36-101, 36-2101, DoD Directive 1205.18, Title 5 Code of Federal Regulations, Technician Personnel Regulations (TPR), Chief of the National Guard Bureau Instructions (CNGBI), and the AK AGR Handbook.

3. **DISCUSSION.** The agency's goal is to hire the best suited candidate in the most efficient, consistent, and fair manner possible. For these reasons, the Alaska National Guard uses a panel interview. It's also important to maintain timeliness. The 15-day advertisement should reasonably result in about 30-45 workdays from advertisement to selection approval. The 30-day advertisement should reasonably result in about 45-60 workdays from advertisement to selection approval. Extensions and variances affect the timing. A fast track selection may be requested (see paragraph 11 of this letter).

#### 4. **JOB ANNOUNCEMENTS.**

- a. Selecting supervisor must submit a request to advertise a position, (Technician and AGR) through their chain of command and approved by the Air Wing Commander, Army Chief of Staff, Air Director of Staff, or as delegated, prior to submitting to the AKNG Human Resources Office (HRO).
  - Technician requests for advertisement (SF52) must contain *the correct* projected military assignment information and performance standards (to validate the PD); include areas of consideration, duration (minimum of 15 calendar days for national or in-state), and selecting supervisor info (name, contact info, e-mail).
  - AGR requests must be on the J1 Form, filled out completely. The J-1 is considered the contract for announcing the position vacancy. AGR "Areas" are determined by definition on the J1 and do not reflect a priority system similar to bargaining unit technicians. This is due to the differences in guidance (TPRs, LMA, and AGR applicable ANGIs and NGRs). Selecting supervisors can specify areas of consideration on a case-by-case basis but it must be clearly defined in the advertisement and approved by the HRO.

- AGR Members on the Priority Placement List, over grade or excess will be considered prior to advertisement or a new hire; but may be placed anytime with appropriate chain-of-command coordination via the Management Directed Reassignment (MDR) process or as appropriate.
- b. The SF 52 and J1 are source documents and each is a contract between the HRO, the respective units, selecting supervisors and commanders to ensure the details are addressed in the job vacancy announcements to recruit qualified candidates. If a manpower change request (MCR) is required, the MCR must be submitted to the HRO prior to advertisement (exception: a dual advertisement – both AGR and Technician, which will be worked upon selection).
  - c. HRO will provide a draft job announcement to the selecting supervisor or HRO liaison for final approval, unless specifically waived. Goal: two-workday turn-around for selecting supervisor and HRO.

5. **SELECTION PANEL:** An interview panel is better able to document and interpret the information presented by an applicant. A panel also reduces the risk of biases in ratings and allows for a diverse (e.g., race and gender) range of interviewers, indicating to the candidate the organization values diversity and fair treatment. Selection panels will be used in determining the “best suited” applicant (you may have an observer if desired and there is no criteria for an observer; however, observers are not selection panel members and must be a non-participant in the process).

- a. The selection panel will consist of a minimum of three members.
  - Highest ranking will serve as the panel president.
  - Each panel member will be of equal to or higher rank and/or grade of the advertised position. Please pay attention to technician grade and the military rank and. Example: technician position is WG8, milt rank is E7. Select panel members who are at least WG-8 with the military rank of E-7.
  - The panel will have a diverse make-up (gender and/or race and/or ethnic origin, as officially declared in the member’s personnel file, and not of the same race, gender, and ethnic origin, e.g., three Hispanic males). Please state in the selection justification letter the board was diverse by gender, race, and/or ethnicity. Provide all panel members’ ranks/grades and full names.
  - There must be at least one subject matter expert (SME).
- b. To attain the rank/grade and diversity (as it applies to race, gender, and ethnic origin) requirements, the selecting supervisor may consider drill status guardsmen, AGRs, a bargaining unit member (at the union’s requests, no union officer), a non-dual status technician, a member/employee from a different unit or an active duty member to provide a greater pool for diversity and subject matter expertise to the panel. Contractors should not be used because work performed is defined in their contracted statement of work.
- c. All panel members must be in good standing and well prepared. Each is expected to review the position description or military occupational specialty, performance standards, the job announcement, and the candidate’s application with particular emphasis on the knowledge, skills, and abilities required and stated as desired for the job.
- d. The panel should be prepared to schedule and conduct interviews upon receipt of the candidate referral list and then make and staff the selection, non-selection, or request for additional applicants with the goal of five days. **Selection packages should be back at the HRO on workday 15 from supervisor’s receipt of the referral list.**

6. **RATING/RANKING PROCESS.** The selecting supervisor will develop an objective rating/ranking process to be used in evaluating information obtained prior to the interview.

- a. The process must be defensible, based on concrete criteria, and administered consistently for every candidate.
- b. Merit factors, directly related to the knowledge, skills and abilities required by the job (including desirables) will be used to evaluate education, training, and quality of job experience, credentials, etc. – both military and civilian.
- c. Credit may be extended for the completeness of the application. The application may only be scored for appearance and grammar or attention to detail if the requirement is on the job announcement and states an individual must have the ability to effectively communicate both orally and in writing.
- d. Each panel member will assign a rating/ranking score based on the evaluation of a candidate's application and interview. Sample score keys can be found in the handbook supplement.
- e. If your selectee did not score highest from the interview, please describe the criteria and provide detailed justification on why you made this candidate your selectee.

7. **INTERVIEW.** The job interview is a significant factor in the employee selection process. It's a key tool that employers utilize in hiring. The job interview questions are critical in identifying candidates' strengths and weaknesses to help you select superior employees. However, interviews are only a part of the overall evaluation process and are used in combination with other evaluation criteria (i.e., application, references, past performance, etc. – consider a weighted scale). Interviews will be conducted, *must be job related* and be well documented. Carefully consider, develop, and ask questions of value to help determine the best suited candidate.

- a. Interviews will be conducted in person. If the candidates are geographically separated from the selection panel, a telephone interview may be more appropriate. If repeated efforts to contact candidates are unsuccessful (contact attempts must be made to all forms of contact provided by the applicant with a minimum of three attempts in total being made), the selecting supervisor must document this fact, listing dates and times of attempted contacts and submit with packet to HRO.
- b. Schedule the same amount of time for each interview. The same questions must be asked of each candidate being interviewed. Follow-on questions may only be used if necessary to obtain a complete and meaningful response. Each panel member should ask the same questions in the same order for each candidate.
- c. The following guidelines should be used:
  - Make candidate comfortable. Introduce the panel and discuss the panel rating process.
  - Clarify questions, if needed.
  - Limit yourself to only questions, no comments.
  - Do not "test" the candidate.
  - Allow the candidate to ask questions.See handbook for more guidelines.

- d. After each candidate is interviewed, the panel members will individually rate the candidate's response. The panel may discuss these ratings. If some of the ratings differ significantly, the ratings should be further discussed. **If some raters believe some important factors were overlooked or misunderstood, they should discuss these factors.** Raters may change ratings at this time, but they will not be forced to do so. Interview notes must reflect the justification for changing the score and thoroughly capture the rating/ranking process.
- e. Exceptions to conducting an interview must be requested through the chain-of-command, have only one known, qualified candidate, be a member of the respective AKNG service and include the selection justification letter before the HRO will consider the exception to interviewing and approval of selection. If the request has been staffed through the chain-of-command, it is considered concurrence with the selection justification, it will speed the selection approval considerably.

8. **DOCUMENTATION.** The entire evaluation process must be clearly documented using rating/ranking worksheets, or something similar. There must be a full "audit trail" of why a candidate was selected.

**Please submit:**

- a. The evaluation information (panel members score sheets with notes);
- b. A written justification to support the selection of the "best suited" candidate by the selecting supervisor.
  - Provide all panel members' ranks and full names.
  - State in the selection justification letter that the board was diverse by gender, race, and/or ethnicity.
  - It must contain factual information clearly establishing why this candidate is the "best suited" for the position.
  - Specifically address and quantify how the selected candidate's qualifications were clearly distinguishable, using the evaluation results from the application and interview as related to the knowledge, skills and abilities or MOS/AFSC description.
  - Only justification for the selected candidate is required; do not submit reasons or justification for why a candidate was not selected. Exceptions are determined by the HRO.
- c. Provide an Order of Merit List (OML) of your qualified candidates or indicate that no OML will be provided. HRO may need to work down your OML for a successful fill; it will expedite the processing of the next most suited candidate without reconvening a panel. A selecting supervisor for an AGR position has the option to refer to an OML of a previous interview panel if the position is the same AFSC/MOS and grade/rank. To utilize an OML from an earlier technician hiring package, consider the high turn-over, frequently advertised, hard-to-fill, or generally multiple vacancies position (**FAST TRACK**).
- d. If necessary, include the plan to ensure there will be no rank inversion or conflict with a family member.
- e. Reference Check sheets. Indicate you checked references – either those provided by the candidate and/or former supervisors. Alaska Statute 09.65.160 addresses references. The statute and a sample reference checklist are in the attached handbook. Equal Employment Opportunity Commission (EEOC) note: Do not solicit or consider improper references. This is one of the least understood prohibited practices. It simply means no illegal questioning of people who are or

*are not* in the candidate's supervision chain. – No peer reviews and no “in-the-know” references that are not in the supervision chain.

- f. If non-selecting from the list of HRO referred candidates whom you've already interviewed, explain specifics on why this decision was made. Technicians: Additional technician applicants will not be forwarded for consideration until the HRO approves the non-selection or request to “defer” the selection of Area 1 candidates. AGRs: If areas of consideration were added to the advertisement, then additional applicants will not be forwarded for consideration until the HRO approves the non-selection or the request to “defer” the selection of Area 1 candidates.
- g. Completed supervisor's checklist (located in the handbook).

9. **MILITARY ASSIGNMENTS.** The selecting supervisor must identify CORRECT compatible military assignments for all AGR and military technician selections. All technicians and AGRs must be qualified within their military assignment within 12 months from date of hire (AGRs: as defined in applicable regulations). If not qualified at the time of selection, the panel president must submit a waiver through the chain of command to HRO within 30 workdays from date of hire. Military assignments must not cause rank inversion.

#### 10. **SELECTION PACKAGE APPROVAL PROCESS.**

- a. HRO requires ten working days to process the selection package. This timing is usually shorter.
- b. Incomplete packages will cause delays.
- c. The selecting supervisor and/or HRO liaison will be notified when the selection has been approved.
- d. NO ONE has the authority to announce a selection prior to final approval by the HRO. No panel member should give out selection information prior to approval and notification.
- e. HRO is the only one authorized to establish the start date. Do NOT start a new employee without orders (AGR) or orientation (technician). Technicians must be present on the first duty day to sign the required paperwork.
- f. Once a package is referred to the selecting supervisor or HRO liaison, a selection or non-selection must occur. The selection process cannot be cancelled at this point unless availability of government funding or resources is established as a bona fide reason. There must be approved coordination by the chain-of-command with the HRO.
- g. When returning the selection package, include all applications, all selection documentation produced by the panel, all certificates of interview, and the selection letter (or non-selection, if appropriate).
- h. If incomplete packages are forwarded, the HRO liaison and/or selecting supervisor will be notified as to what is required before HRO can continue processing the package.
- i. If a manpower change request (MCR) is pending NGB action, the selection will not be approved within the HRO until NGB approves the MCR. This includes dual-advertisements.

11. **FAST TRACK SELECTIONS.** In an effort to speed up the hiring process, the selecting supervisor has options:

- a. Utilize a previously approved Order of Merit List for an AGR selection; a high turn-over, multiple bargaining unit technician position; and a non-bargaining technician position. See paragraph 8. c.
- b. Request a 15-day nation-wide advertisement.
- c. Request a mission critical priority consideration which puts the selection package in a quick turn-around mode to be staffed and finalized ASAP.
- d. Request an exception to interview with a single, known, qualified candidate for approval from the HRO. See paragraph 7. e.
- e. Utilize an “open till filled” announcement (reserved).
- f. Priority Placement fill (within applicable service regulations, i.e., but not limited to: AK policy on AGRs on a Special Duty Assignment, i.e., Recruiting, CST, RCC Controller, First Sergeant, State Partnership Manager; ANGI 36-101, i.e., USERRA, excess, over grade, reduction in force; TPR 303; AK Merit Placement Plan; NGR 600-5).
- h. Management Directed Reassignment (within applicable service regulations, i.e., but not limited to: ANGI 36-101; TPR 303; AK Merit Placement Plan; NGR 600-5; Enlisted Professional Leadership Board (AR 600-8-19), Officer Professional Leadership Panel (AR 600-100 & 200).
- i. Supervisors request AGR applicants from HRO’s centralized repository of qualified applicants to be considered for a lateral position. Qualified applicants are on-board, same service AGRs who meet all of the requirements of the position. This eliminates advertising time only. Interviews and selection process and staffing for approval are still required.
- j. Command, Leadership, and Staff Assignment Program (CLASP), ARNG command/leadership assignments; three year assignment limitation (see TPR 303).
- k. Request HRO to assign the panel president who will be responsible for panel selection, conducting interviews, selection and staffing for approval. One panel member must be the subject matter expert. All panel members must meet the requirements mentioned above and process is as described above (ref: NGR 600-200, AR 135-18, NGR 600-100). AK ARNG utilizes this process and is available for AK ANG.

12. Effectively attracting and evaluating candidates, while following merit system principles and meeting qualification requirements, drives the components within the hiring process. It is imperative that the HR servicing office and line management engage in hiring as a collaborative process with open communications and shared accountability. Advanced planning, the effective use of technology and clear and continuous communication are keys to an effective hiring process.

13. Questions pertaining to this policy may be addressed to the appropriate HRO staffing specialist: technician, 428-6459/6462; AGR, 428-6433 or the main HRO number, 428-6578.

EDITH M. GRUNWALD, Col, AKANG  
Director, Human Resources Office



ALASKA NATIONAL GUARD

# AKNG Full-Time Quality Selections Handbook

---

Supplements the AKNG HRO Policy Letter

**4 May 2013**

This handbook accompanies the AKNG Full Time Quality Selections Policy letter. This handbook includes guidelines and samples of the actions to get to a successful hiring selection.

INDEX

<b>1. Guidelines for Conducting an Effective Job Interview</b> .....	3
<b>2. Interview Subjects</b> .....	5
<b>3. Inappropriate Interview Questions</b> .....	8
<b>4. Technician Checklists for Supervisors</b> .....	9
<b>5. Sample Score Keys Provided by OPM</b> .....	10
<b>6. Sample Interview Questions</b> .....	14
<b>7. References:</b>	
Alaska Statute 09.65.160, Immunity for Good Faith .....	13
Disclosures of Job Performance Information and	
<b>8. Sample Reference Checklist</b> .....	14
<b>9. Justification letter sample.</b> .....	15
<b>10. Common Rating Errors</b> .....	17
<b>11. Common Interviewing Errors</b> .....	18
<b>12. Hiring Process Flow Chart</b> .....	19

# Guidelines for Conducting an Effective Job Interview

The job interview is used to augment the information provided on the application. It provides the means to best assess the candidate's demonstration of the knowledge, skills, and abilities (KSA's). Too often this process lends itself to a decision made on the basis of the personality displayed by the candidate during the interview process - a highly unreliable method of predicting future success in performing a specific job. A pleasant personality and ready answer to "what do you think" questions is not a reliable indicator of how that individual will perform on the job. This guide is an outline for structuring a system for interviewing that does not force the interviewers to rely on "instincts" or "feel" that this person would be the best candidate. Score sheets should have sufficient weight placed on past performance, experience, knowledge, skills

## I. Fundamental Planning Assumptions:

1. The single best predictor of a candidate's future job performance is his or her past job behavior.

- How do we know this is true? It has been proved in thousands of real-life job situations studied and documented by HR consultants and researchers. Interviews that probe for past job behaviors have been found to be more reliable than ones that focus on personality traits, such as "I'm dependable," or "I'm hard-working."

2. Federal law requires us to base hiring and promotion decisions on bona fide occupational qualifications (BFOQ), and nothing else. Use the KSAs in rating/ranking candidates.

- A job selection (or promotion) that cannot be validated on the basis of bona fide, pre-identified job qualifications may lead to accusations of exercising bias or discrimination in the hiring practice.
- Weight calculations placed on factors unrelated to qualifications to perform this job increase the likelihood of skewing the selection due to a general positive or negative impression. For example, differentiating candidates based on how much you liked their response to "what do you consider to be your greatest strength and greatest weakness" without identifying what this information demonstrates about a specifically-targeted technical skill, performance skill or job behavior will result in a non-specific bias and decision-making based on a general impression. If the specifically targeted skill, performance or job behavior is not indicated, this question will be removed from consideration.

3. A hiring interview system needs to establish a validated method to assess these two qualification areas leading to a hire decision.

- Ability to do the job - match required job skills (i.e., technical knowledge, problem-solving ability, writing ability, etc.) with demonstrated candidate skills and experience.
- Willingness to do the job - match required performance characteristics (i.e., planning and prioritizing tasks, assisting customers, working with a team, meeting deadlines, etc.) with demonstrated candidate performance skills and behavior.

4. Regardless of the format, the interview questions should be:

- Reflective of competencies derived from a job analysis
- Realistic of the responsibilities of the job
- Open-ended
- Clear and concise
- At a reading level appropriate for the candidates
- Free of jargon

## II. Suggested Methodology for Designing a Valid Interview Structure

1. Begin with the specific job in mind and develop a job description that identifies the essential KSAs required of a successful candidate

- Begin with established job description and evaluations of prior employees.
- Identify "essential" capabilities to be successful - do not focus on minor or easily learned areas. Design your interview questions to draw out evidence of these essential capabilities.

2. Identify the essential technical skills needed for the job, for example:

- Using specific kinds of machines, software, tools, etc.
- Performing a skilled function requiring specialized knowledge, training or experience.

3. Identify the essential performance skills and characteristics needed for the job, for example:

- Supervising other employees.
- Managing programs.
- Making decisions.
- Following established guidelines.
- Dealing with other departments or the public.

4. Prepare open-ended questions that will elicit specific information from the candidate to relate how he or she possesses the skills or characteristics essential to doing this job.

- Begin with rapport building questions to create comfort and obtain general information necessary to flush-out application.
- Tailor performance and skills questions to get specific examples of past job behaviors that relate to abilities to perform.
- Consider behavior based questions that are structured like:
  - *"Think of a time when you had to ..... Tell me how you handled this."*
  - *"Can you give me an example of a situation that required you to ....."*
  - *"Explain what you did to resolve this situation."*
- Require specific examples.

5. Rate each question with a defensible scale such as 1-5 and clearly define what the scale represents for each question or in general for all questions so that the panel members have a consistent frame of reference for scoring. See attachment 5 for further examples.

6. Rate candidates on the essential skills (technical, performance) and characteristics that you have identified as essential to job performance. Compare the interview information with application/resume information and reference information to obtain a whole-person picture in each of the areas to be evaluated. Assign a rating/ranking score based on essential skills and characteristics demonstrated through interview and application information. Consider a weighted scale to give greater value to the information that indicates those attributes needed for success in the position.

## Interview Subjects

Subject	Illegal	Legal if Job Related
AGE	Any question, which tends to identify applicants between 40-64 years of age is illegal. EXAMPLE: "Do you remember the 1960 election?"	There is no legal question that can be asked regarding this subject. The HRO may verify age, if necessary, to ensure legally set minimum age limits are met.
CITIZENSHIP	Any of the following questions cannot be asked: Are you a citizen of the United States? Are your parents/spouse a US citizen? Are you/spouse/parent native born or naturalized?	There is no legal question that can be asked regarding this subject. The HRO may verify citizenship requirements, if they exist for the job being filled.
NATIONAL ORIGIN	Any of the following questions cannot be asked: What is your national origin? What language is spoken in your home? What is your native language?	There is no legal question that can be asked regarding this subject.
RACE/COLOR	Any question that directly or indirectly relates to race or color may not be asked.	There is no legal question that can be asked regarding this subject.
RELIGION	The following questions cannot be asked: What church do you attend? What religious holidays do you observe?	There is no legal question that can be asked regarding this subject.
SEX	Any question that inquires as to gender may not be asked. For example: What are your plans regarding having children in the near future? Do you mind having a male/female supervisor? Can you work with a group of men/women?	There is no legal question that can be asked regarding this subject.

MARITAL STATUS/FAMILY	Any of the following questions cannot be asked: Are you married? Divorced? Widowed? With whom do you live? What ages are your children? Is your husband/wife in the military?	There is no legal question that can be asked regarding this subject. The HRO may verify if other family members work at the installation to fulfill OPM requirements.
EDUCATION	Questions that specifically ask the nationality, racial, or religious affiliation of a school; the candidates education level in general, if not related to the job being filled, may not be asked.	A question concerning a candidate's academic, vocational, or professional education may be asked as long as they pertain to KSAs related to the position being filled.
ORGANIZATIONAL AFFILIATION	The following question may not be asked: To what organization, societies and clubs do you belong?	Questions related to this subject may be asked if they are related to the job being filled and how the candidate's participation in the organization may fulfill the KSAs.
POLICE RECORD	The following question may not be asked: Have you ever been arrested?	If the job being filled has special requirements (i.e., bonding), the supervisor may ask a question such as: In order to fill this job, you must be bonded. Is there any problem that this presents?
WORK SCHEDULE/TRAVEL	Questions that relate to child care, ages of children or other non job-related areas may not be asked.	If the job being filled has special requirements (i.e., travel, overtime, unusual hours, etc.), these conditions may be stated. For example: In this job you would have to travel 1 week in every month. Does this present a problem to you?
MILITARY DISCHARGE	The following question may not be asked: Were you honorably discharged from military service?	There is no legal question that can be asked regarding this subject. The HRO may verify this information if there is a requirement to do so.

ECONOMIC STATUS	The following questions may not be asked. Do you have a credit rating? Do you have any trouble with bills/collection agencies?	There is no legal question that can be asked regarding this subject.
SECURITY CLEARANCE	The following question may not be asked: Do you have a secret/top secret/other security clearance?	If the job to be filled requires a certain type of security clearance, this condition may be stated. For example: This job requires a top secret clearance. Does this requirement present any problem?
PERSONAL PLANS	The following question may not be asked: Do you have plans to live in this area long?	There is no legal question that can be asked regarding this subject.
PARTICIPATION IN CERTAIN ACTIVITIES	The following questions cannot be asked: Do you plan to take savings bonds/contribute to the Combined Federal Campaign/join the coffee club/join the Professional Association?	There are no legal questions that can be asked regarding these subjects.
MISCELLANEOUS	Do not ask questions that are not job related or necessary for determining a candidate's possession of required KSAs. This includes military-type promotion questions, i.e., What are the Army/Air Force Core Values?	These questions will be removed from scoring by the HRO if a specific purpose is not identified in asking, i.e., "Looking for ability to effectively communicate in an organized fashion."

## Inappropriate Interview Questions

1. Interview questions should be concerned with the experience, training, or some other concrete type of answer from the candidate.

These answers should provide evidence of whether the candidate possesses the knowledge, skills or abilities (KSA) being looked for. For example, the KSA of "ability to give oral presentations to large groups" may be one to be examined in the interview. A good interview question might be: "***What experience have you had in giving oral presentations to large groups?***" In the questioning, the interviewer could ask what the size of the group addressed was, if audiences addressed were hostile, and to what extent the candidate participated in preparing the presentation. This type of Question is objective; it does not "lead" the candidate to an answer. Rather, it seeks to find enough information for you to make a decision from and its job related. Incorrect questions for this KSA would be: "Do you have trouble speaking before large groups?" "Can you speak well?"

2. Be careful when formulating hypothetical cases and asking the candidate to provide possible solutions.

These types of questions are often not objective without right answers and become difficult to properly evaluate. For example, typically found in supervisory positions is the KSA the "ability to delegate work." A good interview question would state: "***What experience do you have in delegating work; what was the workload, how many subordinates did you supervise, what were the situations?***" An inappropriate question for this KSA would be: "What would you do in the following situation: You have 1,000 cartons of widgets to deliver ..... your clerk is on leave; how do you get the cartons delivered?"

3. Do not ask questions that have an obvious answer and provide no means for distinguishing among candidates. Use open-ended questions that would typically start with what, why, how.

The question "Do you like working with people?" has an obvious response. A question such as "***What experience have you had that would show you can effectively deal with the public?***" would be more appropriate.

4. Some questions have been included in so many interviews that candidates may expect them.

An example of this type of question would be "Why do you want this job?" There is no right answer. Candidates tend to have prepared answers for these kinds of questions aimed at what they think interviewers want to hear. This type of question adds little to the interview.

5. The vocabulary used in interview questions should be geared to the level of the candidates.

Specialized terminology, organizational abbreviations, and so forth, which may intimidate or confuse the candidate, should not be used.

6. There are some areas that are sensitive and should not be part of the interview. (See Attachment 2 for further guidance.)

7. There are legal and illegal subjects. Legal areas may be addressed in the interview, but the questioning should be tactful and appropriate for the job to be filled.

## HIRING PACKAGE CHECKLIST

Checklist for Selecting Supervisors		Page 1 of 1 pages		
Selecting Supervisor's Checklist for selecting a technician for employment with the Alaska National Guard – to be included with selection package		OPR:		
		Date:		
		Sel Supv:		
No	Items	YES	NO	N/A
1.	Vacancy request submitted to the HRO (J1 for AGR; SF52 for Technician)			
	Areas/Zones of consideration <u>  1  </u> <u>  2  </u> <u>  3  </u> <u>  4  </u> (circle all desired)			
	Selecting supervisor contact information with e-mail:			
	Vice Information with reason for vacancy (e.g., vice retiring, separating, funds, Permanent/indefinite, etc.) :			
	Desirable information:			
	Duration of advertisement (minimum 15 days) _____ days			
	Technician and/or military position info: If Manpower Change Request (MCR) is required, it must be submitted to the HRO prior to advertising. MCR must be approved by NGB prior to selection approval.			
	Position standards included (for HRO to validate PD).			
2.	Review draft advertisement provided by HRO (validate AFSC/MOS, duties, desirables, etc.) Return to HRO with changes or concurrence to the advertisement.			
3.	Devise rating/ranking process (questions/score key) (See Example).			
	Select diverse panel (grade/rank equal to or higher than position; diversity requirements are by ethnicity and gender, as officially recorded in personnel files).			
4.	Receive applicants from HRO (call HRO: to check on number of applicants, extend vacancy announcement period or to get a date to expect applicant packages).			
	Set up interviews (document, document, document).			
	NOTE: contact attempts must be made to all forms of contact provided by the applicant with a minimum of 3 attempts at contact being made and documented; if AKNG applicant is deployed – the applicant's supervisor may be able to assist.			
5.	Interview applicants IAW instructions.			
6.	Complete selection/non-selection package (provide order of merit listing (OML), if applicable; recommended if #1, #2, ... candidates and a selection is desired).			
	Justification Letter: a. List panel members (rank/grade first and last name) b. Justify "why" candidate was selected, not why candidates were not selected unless it's a non-selection or extenuating circumstances exists (ask HRO first).			
	Unit Routing Sheet to identify military compatibility info for the military position (i.e., compatible – has or does not have AFSC/MOS – will need waiver letter, etc.).			
	Referral certificates with Resumes.			
	Interview sheets with panel member notes & reference checks.			
	Score key.			
	Final score matrix (show final scores for each applicant on one sheet of paper).			
7.	Submit through chain of command for approval.			
NOTE: Any deviations must be justified in writing and in most circumstances must be approved by the HRO in advance.				
Selecting Supervisor Signature/Date:				

## Sample Score Keys as Provided by OPM

### I. Developing Rating Scales to Evaluate Candidates

The use of a common rating scale for all candidates is a key component of the structured interview procedure. A standardized rating scale can be developed for either **behavioral** or **situational**-interview questions; however, the process is slightly different.

**Rating Scale and Behavioral Examples for a Behavioral Interview.** The first step in the development of a standardized rating scale for a behavioral interview is specifying the range of proficiency for each competency.

- Decide on *one* proficiency-level range for all competencies (e.g., a range of 1-5 with 5 being the most proficient and 1 being the least proficient).
- Create at least three proficiency levels, but aim for five to seven levels.
- Label at least three proficiency levels (e.g., unsatisfactory, satisfactory, and superior).

This example provides a 5-level proficiency rating scale developed by OPM. Labels are provided for each of the five levels.

Proficiency Level	General Competencies	Technical Competencies
Level 5 - Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations.</li> <li>• Serves as a key resource and advises others.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations.</li> <li>• Serves as a key resource and advises others.</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes.</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations.</li> <li>• Generally requires little or no guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations.</li> <li>• Generally requires little or no guidance.</li> <li>• Demonstrates broad understanding of concepts and processes.</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations.</li> <li>• Requires occasional guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations.</li> <li>• Requires occasional guidance.</li> <li>• Demonstrates understanding of concepts and processes.</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations.</li> <li>• Requires frequent guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations.</li> <li>• Requires frequent guidance.</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations.</li> <li>• Requires close and extensive guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations.</li> <li>• Requires close and extensive guidance.</li> <li>• Demonstrates awareness of concepts and processes.</li> </ul>

II. The following example shows a **behavioral interview** rating scale for a question based on the competency - Interpersonal Skills. This rating scale has been supplemented with behavioral examples to illustrate differences between the proficiency levels.

<p>Competency: Interpersonal Skills  <b>Definition:</b> Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.</p>		
<p>Question: Describe a situation in which you had to deal with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?</p>		
Proficiency Level	Definition	Question-Specific Behavioral Examples
Level 5 - Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations.</li> <li>Serves as a key resource and advises others.</li> </ul>	<ul style="list-style-type: none"> <li>Presents shortcomings of a newly installed HR automation system in a tactful manner to irate senior management officials.</li> <li>Explains the benefits of controversial policy changes to a group of upset individuals at a public hearing.</li> <li>Diffuses an emotionally charged meeting with external stakeholders by expressing empathy for their concerns.</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations.</li> <li>Generally requires little or no guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates an open forum to discuss employee concerns about a new compensation system.</li> <li>Builds on the ideas of others to foster cooperation during bargaining agreement negotiations.</li> <li>Identifies and emphasizes common goals to promote cooperation between HR and line staff.</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations.</li> <li>Requires occasional guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Restores a working relationship between angry co-workers who have opposing views.</li> <li>Remains courteous and tactful when confronted by an employee who is frustrated by a payroll problem.</li> <li>Establishes cooperative working relationships with managers, so they are comfortable asking for advice on HR issues.</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations.</li> <li>Requires frequent guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Offers to assist employees in resolving problems with their benefits election.</li> <li>Works with other HR staff on a cross-functional team to improve coordination of activities.</li> <li>Works with others to minimize disruptions to an employee working under tight deadlines.</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations.</li> <li>Requires close and extensive guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Refers employees to the appropriate staff member to resolve their issues.</li> <li>Works with others in the HR office to organize information for employee intervention sessions on controversial issues.</li> <li>Works with others to obtain employee concerns about controversial policy changes.</li> </ul>

II. The next table shows an example proficiency-level rating scale for a **situational interview** question with representative responses for each proficiency level. The situational interview question is derived from a job task and reflects a particular competency. This linkage needs to be present for all questions.

<b>Job Task</b>	<b>Competency</b>	<b>Interview Question</b>	<b>Proficiency Level &amp; Representative Response</b>
<p><i>Performs investigative work to obtain information, gather evidence, or verify facts.</i></p>	<p><i>Integrity/Honesty:</i>            Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact violating these standards would have on an organization, self, and others; is trustworthy.</p>	<p>You are investigating a group of auto dealership managers suspected of money-laundering activities. During the course of an interview with one suspect, the suspect offers to help you buy a car at a price you know is well below market value. What would you do?</p>	<p><i>Unsatisfactory:</i>            Accept the offer.  <i>Satisfactory:</i>            Say no to the offer and continue the investigation; document the incident in your report.  <i>Superior:</i>            Probe the dealership managers to determine how they are able to offer a car at such a reduced price; attempt to get contact information of others involved; say no to the offer; and document the details of the incident.</p>

## References

### Immunity for Good Faith Disclosures of Job Performance Information

**Alaska Statute 09.65.160** An employer who discloses information about the job performance of an employee or former employee to a prospective employer of the employee or former employee at the request of the prospective employer of the employee or former employee is presumed to be acting in good faith and, unless lack of good faith is shown by a preponderance of the evidence, may not be held liable for the disclosure or its consequences.

#### Asking for References:

1. Must have candidates signed release to contact a reference (check employment application).
2. Options:
  - ✓ Check references of each candidate.
  - ✓ Check references of the top candidates.
  - ✓ At minimum check reference of the applicant determined to be the best suited.
3. If it is the policy of the applicant's former employer to not give information regarding employment, at least attempt to verify employment dates, salary, job duties, and position held.
4. Only the supervisor of the position should conduct the reference check. Do not delegate.
5. Base your questions on your analysis of the job and keep them job related (Attachment 7 is a generic example).
6. Always check more than one reference.
7. Try to contact at least two of the applicant's current and/or former direct line supervisors.

-Do not ask for references from candidate's peers or others who you think may be "in the know."

#### If you receive a request for a reference:

An AKANG employee who is serving or has served as the direct supervisor of a current or former employee, or that supervisor's successor or designee, may disclose information about the job performance of an employee to a prospective employer of the employee or former employee, in accordance with AS 09.65.160. This disclosure may be from information that is open to public inspection or from the supervisor's, successors, or designee's direct personal knowledge of the employee's or former employee's job performance.

## Checking References

Verify that the candidate's reference checking permission signature is on your employment application before starting the interview.

**Name:**

**Date of Reference:**

**Reference Name:**

**Company Name:**

**Company Address:**

**Company Phone:**

**Dates of Employment: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**Starting Position:** \_\_\_\_\_ **Ending:** \_\_\_\_\_

**Starting Salary:** \_\_\_\_\_ **Ending:** \_\_\_\_\_

What does your company do?

Please describe your **reporting relationship** with the candidate? If none, in what capacity did you observe the candidate's work?

**Reason for Leaving:**

Please describe the **key responsibilities** of the candidate in his/her most recent position.

What is your **overall assessment** of the candidate?

We are hiring this candidate to (job title or quick description). Would you **recommend him/her** for this position? Why or why not?

Would you **rehire** this individual? Why or why not?

Are there **additional comments** you'd like to make? Is there a question I should ask that I may have missed?

## JUSTIFICATION LETTER FORMAT/SAMPLE

Letter Head

Date

MEMORANDUM FOR: [*Chain of Command, as requested through your unit*]

FROM: [*Unit*]

SUBJ: [*Position title & #, Unit (# positions)*]

1. [***This paragraph describes the interview panel.***] Interviews were conducted in a panel forum. The panel was diverse. The members were: LTC/Lt Col Firstname Middle Initial. Lastname (panel president/selecting official), MAJ/Maj Kelly P. Diversity [*diverse member by gender/race/ national heritage*], and MAJ/Maj Technical M. Expert [*subject matter expert (SME) or all members are SMEs*].

2. [***This paragraph describes the selection process.***] We had nine applicants; eight were interviewed, one applicant declined to interview. Each panel member rated the candidates independently during the interviews asking a series of prepared questions related to relevant professional/technician experience and knowledge, skills, and abilities; communication and personal interaction. The resumes were scored for experience, training, and other attributes (as identified) needed relevant to the position and required for success.

2. [***This paragraph addresses selection objective and rating scale/grid with scoring results.***] Our goal was to select the best suited candidate(s) who had an in-depth knowledge of professional officership and operational functions; possessed relevant experience, demonstrated effective communication and personal interaction skills (needed for aircrew communications). We scored with a weighted scale to ensure we highlighted the variables with the most value. See attached questions and rating grid documentation for further details.

3. [***This paragraph addresses the selection, justification, and order of merit list (OML).***] Upon completion of the interviews, rating the skill sets on the resumes, considering the references, the consensus of the panel, based on quantitative analysis was that six of the nine applicants were qualified to fill the three positions. [*Specifically address and quantify how the selected candidate's qualifications were clearly distinguishable, using the evaluation results from the application and interview as related to the knowledge, skills and abilities.*] The rank order of the six best suited applicants are: (1)xxx, [+ justification] (2)xxx, [+ justification], (3)xxx, (4)xxx, (5)xxx, (6)xxx. [*Only justify selection; do not justify "non-selection." It is acceptable to mention a natural cut-off for an OML .*] The remaining candidates did not possess the requirements this specific instructor position or required technical school or xxx. [*Force management may be considered but should not be the primary decision value.*]

4. Please call me at xxx if you have any questions or comments concerning the selection.

### SIGNATURE BLOCK

Attachments:

1. Rating Scale
2. Questions

1. Rating Scale [Example – anything similar which works for you. Some are very intricate while others are simple. It captures each panel member’s scores, broken down with the totals and ranking]:

Candidate	Total Score (of possible 100)	Candidate	Total Score (of possible 100)	Candidate	Total Score (of possible 100)
1.	95	4.	88	7.	62
2.	93	5.	80	8.	60
3.	89	6.	80	9.	58

Panel Members Signature: \_\_\_\_\_

Panel Member Signature: \_\_\_\_\_

Panel Member Signature: \_\_\_\_\_

Panel Members:

| Panel member | Applicant |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Name         | score     |
| Name         | score     |
| Name         | score     |

---

2. Questions/Interview, notes, scoring, etc.

# Common Rating Errors and Interviewing Mistakes

## Common Rating Errors

One way to minimize rating errors is to make interviewers aware of the most common types of error, which are summarized below.

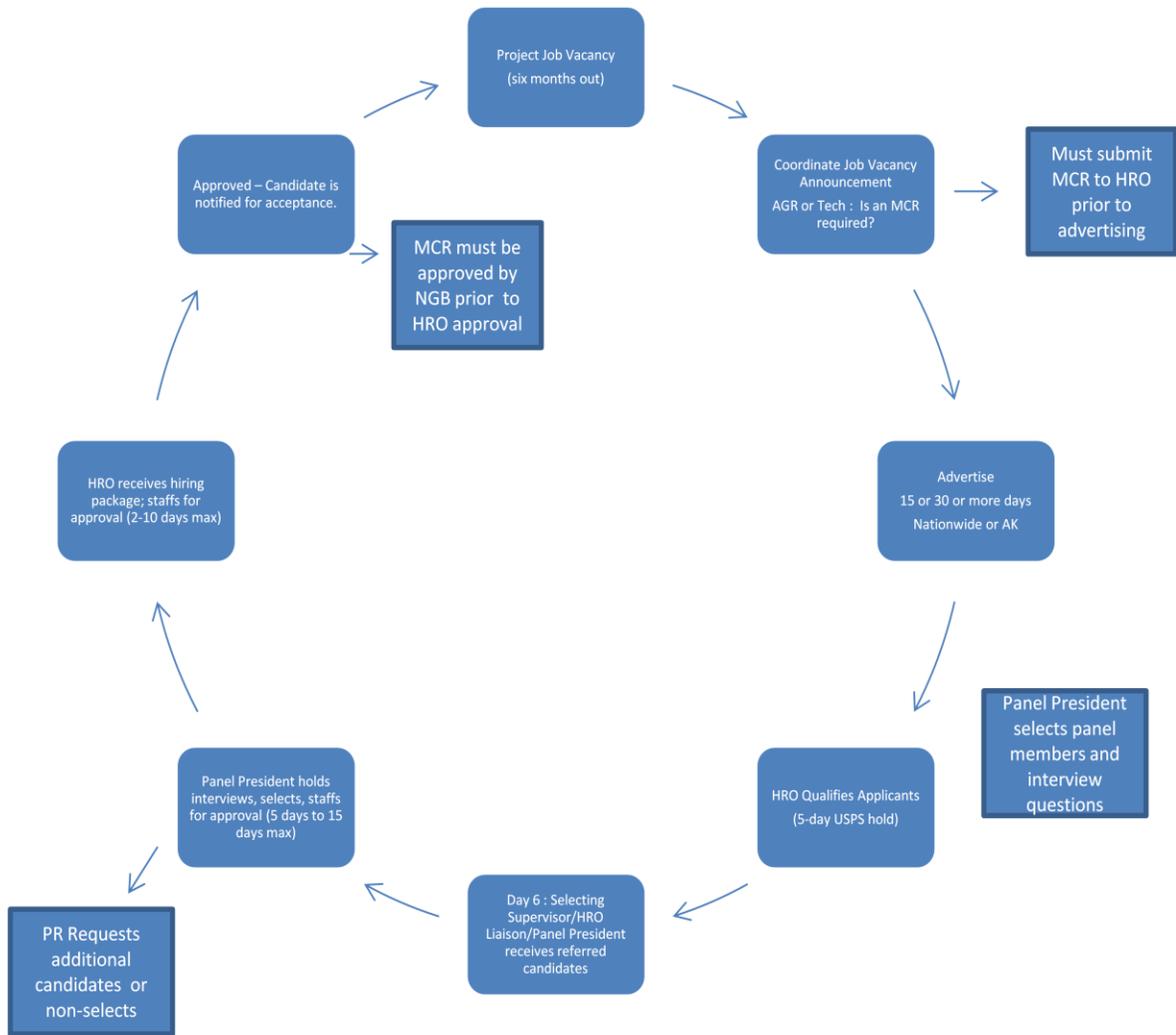
1. **Rater Bias:** Allowing prejudices about certain groups of people or personalities to interfere with being able to fairly evaluate a candidate's performance. Interviewers should refrain from considering any non-performance related factors when making judgments.
2. **Halo Effect:** Allowing ratings of performance in one competency to influence ratings for other competencies. For example, allowing a high rating on Oral Communication to bias the rating on Problem Solving, irrespective of the candidate's performance on Problem Solving.
3. **Central Tendency:** A tendency to rate all competencies at the middle of the rating scale (for example, giving all "3s" on a 5-point scale). When hesitating over making a high rating, interviewers should realize such a rating does not indicate perfect performance; it means demonstrating more of the competency than is generally exhibited. Similarly, when hesitating over a low rating, interviewers should realize it does not mean the candidate does not possess the competency; it means he/she did not demonstrate much of the competency in his/her interview responses.
4. **Leniency:** A tendency to give high ratings to all candidates, irrespective of their actual performance. There may be candidates who could benefit from further development in certain areas. Interviewers should allow their ratings to reflect these intra- and inter-individual differences.
5. **Strictness:** A tendency to give low ratings to all candidates, irrespective of their actual performance. There may be outstanding candidates whose demonstration of competencies warrants high ratings. Interviewers should allow their ratings to reflect these intra- and inter-individual differences.
6. **Similar to Me:** Giving higher than deserved ratings to candidates who appear similar to you. People have a natural tendency to prefer others who are similar in various ways to themselves. Interviewers should concentrate on the responses given by the candidate in making evaluations, rather than on the outward characteristics and personality of the candidate.

Interviewers can minimize these rating errors by thoroughly understanding the competencies being assessed and by learning to compare the behaviors exhibited in the interview with the behaviors anchoring the proficiency-level ratings for each competency.

## Common Interviewing Mistakes

1. **Relying on First Impressions:** Interviewers tend to make rapid decisions about the qualifications of a candidate within the first few minutes of the interview based on minimal information. Interviewers should reserve their judgment until sufficient information on the candidate has been gathered.
2. **Negative Emphasis:** Unfavorable information tends to be more influential and memorable than favorable information. Interviewers should avoid focusing on negative information to the exclusion of positive information.
3. **Not Knowing the Job:** Interviewers who do not have a comprehensive understanding of the skills needed for the job often form their own opinion about what constitutes the best candidate. They use this personal impression to evaluate candidates. Therefore, it is important to make sure interviewers fully understand the requirements of the job. To avoid this mistake, the AKNG uses panel selection panels which requires at least one subject matter expert ("exhibits the highest level of expertise in performing a specialized job, task, or skill.")
4. **Pressure to Hire:** When interviewers believe they need to make a decision quickly, they tend to make decisions based on a limited sample of information, or on a small number of candidate interviews. Interviewers should adhere to the established interview procedure and timeline with each candidate to avoid making erroneous decisions.
5. **Contrast Effects:** The order in which the candidates are interviewed can affect the ratings given to candidates. While making ratings, interviewers should refrain from comparing and contrasting candidates to those who have been previously interviewed. Candidates should be scored based on merit.
6. **Nonverbal Behavior:** Interviewers should base their evaluation of the candidate on the candidate's past performance and current behavior as it relates to the competency being evaluated and *not* just on how the candidate acts during the interview. Questions and probes relating to the competencies of interest will usually direct the interviewer to the important information.

# Hiring Process Flow Chart



Days = working days