

CEHR-E

Regulation
No. 690-1-1203

30 November 2019

Human Resources
CORPORATE RECRUITMENT AND SELECTION

1. Purpose. This policy guidance defines the requirements and processes for U.S. Army Corps of Engineers (USACE) corporate recruitment and selection of applicable positions covered under the General Schedule (GS), Defense Civilian Intelligence Personnel System (DCIPS) and positions in the Laboratory Personnel Demonstration Project (Lab Demo).
2. Applicability. This regulation applies to all USACE organizations. Policies and procedures for the selection of attorneys are set forth in references 4 c, d, and e. This guidance does not apply to Office of Counsel positions or to positions located in Contingency Operation locations (10 USC 101(a) (13) and FAR 2.101). This guidance is applicable to:
 - All supervisory GS-15 or equivalent positions (to include DCIPS and Lab Demo).
 - All supervisory GS-14 or equivalent positions who report directly to and are rated by the Commander (to include DCIPS and Lab Demo).
3. Distribution Statement. Approved for public release; distribution is unlimited.
4. Records Management (Record Keeping) requirements. Records management requirements for all record numbers, associated forms and reports required by this regulation are included in the Army's Records Retention Schedule – Army (RRS-A). Detailed information for all record numbers, forms, and reports associated with this regulation are located in the RRS-A at <https://www.arims.army.mil/arims/default.aspx>.
5. References.
 - a. 5 U.S.C. 2301, Merit System Principles and Section 2302, Prohibited Personnel Practices (<https://www.govinfo.gov/app/details/USCODE-2011-title5/USCODE-2011-title5-partIII-subpartA-chap23-sec2301> <https://www.govinfo.gov/content/pkg/USCODE-2013-title5/pdf/USCODE-2013-title5-partIII-subpartA-chap23-sec2302.pdf>).

* This Engineer Regulation supersedes ER 690-1-1203 dated 31 December 2014. Supplementation to this regulation at the Major Subordinate Command (MSC), District, or Center level is permitted but not required. If supplemented, Commanders or Directors will provide a copy of the proposed supplement to Headquarters, US Army Corps of Engineers (HQUSACE), Human Resources Employment and Compensation Branch (CEHR-E), Washington, DC 20314-1000.

b. Title 5 CFR Part 300, Employment (General); Part 330, Recruitment, Selection and Placement (General); Part 335, Promotion and Internal Placement

(<https://www.govinfo.gov/app/details/CFR-2011-title5-vol1/CFR-2011-title5-vol1-part300>
<https://www.govinfo.gov/app/details/CFR-2011-title5-vol1/CFR-2011-title5-vol1-part330>
<https://www.govinfo.gov/app/details/CFR-2012-title5-vol1/CFR-2012-title5-vol1-part335>).

c. Title 5 Code of Federal Regulations (CFR) Part 213, Excepted Service
(<https://www.govinfo.gov/app/details/CFR-1997-title5-vol1/CFR-1997-title5-vol1-part213>).

d. AR 690-200, Chapter 213, Excepted Service Appointments,
https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/r690_200.pdf

e. USACE Supplement 1 to AR 690-200, Chapter 213
(https://www.publications.usace.army.mil/Portals/76/Publications/ArmyRegulationsSupplements/AR_690-200.pdf?ver=2017-08-15-090453-960).

f. USACE Campaign Plan
(<https://team.usace.army.mil/sites/HQ/SI/ITCampaignPlan/default.aspx>).

g. Memorandum, USACE, 26 February 2010, Employment of Federal Civilians Annuitants in the Corps of Engineers (USACE) (Reemployed Annuitants
(<https://cops.usace.army.mil/sites/HR/Shared%20Documents/HR%20Policies/Employment%20of%20Federal%20Civilians%20Annuitants%20in%20USACE%20022610.pdf>)).:

h. Office of Personnel Management Structured Interviews: A Practical Guide:
(<https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/guide.pdf>).

i. Office of Personnel Management Guide to Reference Checking:
(<https://www.opm.gov/policy-data-oversight/assessment-and-selection/other-assessment-methods/referencechecking.pdf>).

6. **Policy.** A corporate process for the selection of supervisory GS-14s who report directly to (and are rated by) the Commander and supervisory GS-15 leaders is a strategic investment in USACE. These positions tend to be the senior level enterprise leaders who create our capability and forge our performance. They lead, develop, and set the professional standard for the majority of our work force; and are the cohort which will ascend to the most senior level USACE enterprise leadership positions. This diverse cadre of leaders must be proficient in their fields as well as innovative, adaptive, communicative, who develop their people and set challenging expectations while achieving results even when faced with adversity. They must be able to communicate a motivating vision and inspire confidence in the organization and its people. The quality of leadership is also extremely important as it pertains to recruitment, development,

engagement, retention, and performance since research shows the most cited reason for employees leaving an organization is disengagement with their supervisor. Senior leaders will lead subordinate leaders in coaching, teaching, developing and taking care of the workforce. The results of the developmental efforts of USACE should be evident in the selection of the senior leaders of this organization. Not only is senior leader involvement in the selection and development of our next generation of leaders imperative, but the selection and development of the leaders with the right leadership competencies and skills is critical to meeting the important missions today and into the future.

7. General Guidance.

a. All positions covered by this policy will be selected based on resume reviews and interviews conducted by a panel of leaders at or above the grade of the position. Generally the selecting official will be the position supervisor. The selection process will include separate resume reviews, and an interview panel. The selecting official may elect to not participate in the interview panel, at which point the official will appoint a panel chair, and at his/her discretion may accept the recommendation of the panel or hold a second interview. Reference checks (see para 9c.) should be utilized to determine the best qualified. Panel members must review Appendix B-5a to remain impartial. In addition to technical experience relative to the position, candidates for the positions will be assessed for the following USACE core leadership competencies (possibly using a USACE enterprise assessment tool). Should the enterprise assessment tool not be available, local organizations will be responsible for including core leadership competencies in the evaluation process to establish the list of best qualified candidates.

(1) Accountability: Holds self and others accountable for measurable, high-quality, timely, and cost effective results. Determines objectives, sets priorities, and delegates work. Complies with established control systems and rules.

(2) Conflict Management: Encourages diversity of opinions. Manages and resolves conflicts and disagreements in a constructive manner.

(3) Creativity and Ingenuity: Develops insights into situations; and encourages new ideas and innovations; designs and implements new or cutting edge solutions. Identifies potential risks early and implements effective abatement or control measures. Uses risk informed decisions to accomplish organizational objectives.

(4) Developing Others: Mentors and assists others to contribute by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. Mentors

others to set a path towards achieving personal and professional goals while sharing lessons learned and helping others to avoid experienced or observed pitfalls.

(5) Flexibility: Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

(6) Interpersonal Skills: Develops and maintains effective working relationships. Engages and inspires others. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits feedback. Exemplifies professionalism, tact and empathy. Builds trust and commitment.

(7) Strategic Thinking: Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization. Demonstrates critical thinking and manages risks.

a) Additionally, senior leaders may choose to use the following managerial competencies for positions which involve management of organizations with subordinate supervisors and budgets.

- Human Capital Management: Manages a workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems.
- Financial Management: Responsible to create annual organizational budgets and to operate within a budget.

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 be laterally reassigned into positions at a higher organizational level without competition if all applicable Office of Personnel Management (OPM) criteria are met.

d) Use of Direct Hire Authorities is prohibited unless the candidate applies through merit promotion and competes with the other candidates.

f) Selecting official concurrence must be obtained when objections are raised to the qualifications of Priority Placement Program candidates proposed for placement, except as provided in paragraph 8, Exceptions.

g) Interviews will be conducted. All panel members, including the panel chair, will participate

in the interview process, which may be either in person, by telephone, VTC, or Skype, etc. The selecting official may conduct a separate interview of the top nominees recommended by the panel, if so desired.

h) Recommended selections will be forwarded to the selecting official promptly after panel deliberations are complete. Names of recommended candidates will not be released until the selecting official makes the selection. Should the selecting official make a selection contrary to the documented recommendations of the panel, the selecting official must document the reasons and justifications for his/her decision and obtain the commander's approval for the deviation. Names of recommended candidates will not be released until the selecting official makes the selection and Civilian Personnel Advisory Center (CPAC) approval is provided.

i) Hiring and extensions of reemployed annuitants must follow USACE guidance in reference 4g. Indefinite, full-time appointments of reemployed annuitants to permanent positions covered by this regulation are subject to the full Corporate Recruitment and Selection process. The selection of reemployed annuitants to Corporate Recruitment positions should be extremely rare and only permissible when there are no other qualified candidates available.

j) When filling temporary positions, the area of consideration must include current USACE employees. Employees who accept temporary positions in accordance with this policy may not later be converted to permanent without going through the full corporate recruitment and selection competitive process. The use of temporary assignments is encouraged for Defense Senior Leader Development Program participants when compatible with their Individual Development Plans.

k) All recruitment and selection expenses will be funded by the activity where the position is located (e.g., advertisements, temporary duty expenses for panel members, etc.). This may include incentives like recruitment, relocation, student loan repayment authorization, etc.

l) Payment of permanent change of station (PCS) expenses is mandatory for all permanent positions covered under this policy. USACE Deputy Commander (DCG) approval is needed to NOT pay PCS costs. 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. Other recruitment incentives may also be used.

m) Delegation of Authority. Outreach efforts are to be sufficient to attract a diverse and well-qualified candidate pool.

8. Exceptions.

a. The following are situations not requiring the Corporate Selection process, as outlined in Appendix A:

1) Reassignment to a supervisory position at the same grade (may be based on a reorganization, etc.), if the USACE employee was previously selected under the corporate recruitment and selection policy for a supervisory position.

2) Change to a lower graded supervisory position if the employee was previously selected under the corporate selection policy for a covered supervisory position or if they held a Senior Executive Service (SES) position.

3) Position upgrades 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 or Experimental Development Grade Evaluation Guide, Part III.

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

6) Placement in a position covered by this regulation that has been directed as a result of third party decisions or orders, e.g., Equal Employment Opportunity (EEO), Merit Systems Protection Board, settlements.

b. Selecting officials may approve filling permanent positions on a non-competitive basis through use of temporary promotions, or details, as an exception to the policy. 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 consecutive assignments.

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. Merit Promotion procedures must be followed. Selecting official approval is required when filling vacant temporary positions over one year.

d. Activity Commanders and Directors may approve extension or appointment of a reemployed annuitant beyond one year in a position subject to provisions in Reference 4.g. This should be rare to ensure succession and growth for the workplace.

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 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 for 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 information in support of the individual's leadership capabilities, including past supervisory/leadership roles held.

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

9. Panel Composition and Responsibilities.

a. Panel Composition.

(1) For supervisory GS-15 or equivalent, the panel must include three voting members at a minimum: the chair, a supervisory GS-15 or equivalent, and an SES member. The HQ USACE or Regional COP lead will be invited to participate in the panel and attend if available. Selections for positions at the MSC level require HQ panel participation (SES/GO level). MSC Commander may select a substitute internal or external MSC SES if the HQ SES, is not available within a reasonable timeframe.

(2) For supervisory GS-14, or equivalent positions, the panel must include three voting members at a minimum: the chair, a supervisory GS-14 or equivalent, and an external (outside the work unit/org code, District, MSC, Lab/Forward Operating Activity (FOA), Center, HQ Directorate) supervisory GS-14 or equivalent member.

(3) Panels should include members from under-participating groups based on the EEO analysis of under-participation in the organization where the vacancy exists. Panel members should represent a diverse group to include women and minorities (diversity not met with EEO or HR observer). 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. Every effort must be made to seek a diverse panel.

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

b. Panel Chair Responsibilities.

(1) The panel chair must make every effort to ensure a timely selection process. The selection logistics should be completed prior to receipt of the referral certificate. Ensure certificate and selection is completed by due date (15 days).

(2) 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, and grade level/rank of members) is retained throughout the process and the screening is based on job-related merit factors. The Panel Chair may use the Expedited Referral List Process.

(3) The panel chair will facilitate and manage communication amongst panel members so that the panel may reach a consensus on the candidate recommended for selection or for candidates recommended for further consideration in the selection process.

c. Selecting Official Responsibilities.

(1) The selecting official will ensure the panel recommendation complies with all Federal government 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 prior to advertising the position. The recruitment and selection strategy will include panel Membership, and all criteria, including recruitment plan of action, area of consideration, selection criteria, and interview questions, to be used for recruitment and selection. The EEO advisor/observer or HRSA should be consulted to assist with developing outreach recruitment strategies for targeted recruitment based on USACE Diversity Employment Program demographics. Selection criteria must emphasize at a minimum core USACE leadership competencies in accountability, conflict management, creativity and innovation, developing others, flexibility, and strategic thinking. Additional competencies may include financial, human resources, and technology management. The criteria must be inclusive and exclude restrictive or organization unique systems or processes. Selecting officials must make the recruitment and selection of Corporate positions a priority.

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) Compile the panel's working papers and records of proceedings;
- (4) Provide the letters of non-selection to the selecting official or designee; and
- (5) 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 and EEO advisor will brief the panel on panel member roles and responsibilities, procedural requirements, and actions necessary to ensure compliance with merit principles and EEO practices. It is highly encouraged that HR/CPAC representatives and EEO advisors/observers serve as non-voting panel advisors during panel deliberations.

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

9. Procedures.

- a. Panel chair must carefully review and document the criteria used by the panel to evaluate

the candidates referred. The panel members will rank the referred candidates based on their overall assessment of each candidate's related experience, to include as appropriate such factors as leadership, awards, education/training, performance appraisals, and other relevant factors. If the Expedited Referral List/Process is used, Selecting Official cannot serve as a Subject Matter Expert for the review process.

b. Interview Questions.

(1) In order to conduct a successful interview, an analysis of the position should be conducted. A thorough job analysis will identify the job tasks and responsibilities, the competencies required to successfully perform those tasks and responsibilities and which of those competencies are required upon entry to the job. Once completed, the interview questions must then be reflective of competencies derived from that analysis, realistic of the responsibilities of the job, open-ended, clear, concise, and free of jargon. Questions must also address core USACE leadership competencies.

(2) Interview questions should be designed to elicit responses which express the relationship between the competencies identified, the duties and responsibilities of positions the candidate has previously held, and the level of success achieved in terms of benefit to the organization as reflected in performance and productivity outcomes in achieving organizational goals.

(3) Probing (i.e., follow-on) questions may be asked to help clarify an interviewee's response or to ensure the candidate has provided enough information to evaluate against the expected proficiency level. A determination must be made prior to the interview on whether probing questions will be used, whether there will be a limited number or unlimited number of probes. If probing questions will be used, the questions must be identified prior to the interview. Probing questions used for each candidate must be recorded to ensure all candidates have been afforded equal opportunities to provide sufficient information for use in selection deliberations. Examples of probing questions may include: Would you explain further? Could you give me an example? Is there anything you would have said and/or done differently? How did you respond? What kind of feedback did you receive? The Office of Personnel Management provides the following as an example of a probing question when evaluating interpersonal skills competency:

- Lead Question: Describe a situation in which you dealt with individuals who were difficult, hostile, or distressed.
- Probing Questions: Who was involved? What specific actions did you take? What was the outcome?

NOTE: The OPM Structured Interview Guide, contains in-depth guidance on developing interview questions, creating interview probes, conducting interviews and documenting the interview process.

c. Reference Checks. One of many factors to consider in making a final selection decision is the result of a thorough reference check. Selecting officials and panel members are to respect an applicant's request not to contact the current supervisor 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, former supervisors and internal USACE customers, may be contacted. The OPM Guide at Reference 4i contains more detailed guidance to assist with conducting reference checks.

10. Program Evaluation. Implementation of the corporate recruitment and selection policy will be evaluated for effectiveness in recruiting a diverse leadership team to achieve corporate goals. Annual evaluation of program outcomes will be conducted by HQUSACE and published on a fiscal year basis.

FOR THE COMMANDER:



KIRK E. GIBBS
COL, EN
Chief of Staff

- 3 Appendices
- A - Selection Authorities For Supervisory Positions
- B - Recruitment Procedures
- C - Sample Selection Recommendation

Appendix A
Selection and Panel Chair 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	General Officer (GO) or SES or Chief of Staff	Deputy Director or Deputy Chief of Staff	Deputy Director, or Deputy Chief of Staff; may be delegated to Supervisor	Deputy Director, or Deputy Chief of Staff; may be delegated to Supervisor
National Organizations	SES or GO	Deputy Director or Supervisory GS-15 Chief in National Org	SES; may be delegated to Deputy or Supervisory GS-15 Chief on National Org	Directorate Deputy Director or Regional Supervisor at Supervisory GS-15 level
FOA/Other (249th), ACE-IT, HECSA, IWR, MDC, ULA, UFC)	SES or GS-15 Director or Chief of Staff	SES or GS-15 Director or Chief of Staff	FOA Director/Commander	FOA Director/Commander; may be delegated to Deputy
Divisions, ERDC, Labs, AGC and HNC	MSC/Center Commander or SES At ERDC/Labs/ Centers	MSC/Center Deputy Commander (O6) or Supv GS-15 or SES or Lab Deputy Director or equivalent	GS-15 or O-6 Supervisor or equivalent	GS-14/15 or O-6/ O-5 Supervisor or equivalent

Appendix A
Selection and Panel Chair Authorities for Supervisory Positions

Activity/ Organiz ation	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)
Districts	MSC Cdr or his/her designee, but may not be delegated lower than the District Cdr or MSC GS-15 or O-6 or equivalent	District Cdr or his/her designee, but may not be delegated lower than GS-15 or equivalent	District Cdr or his/her designee, but may not be delegated lower than a Supervisor at the GS 14/15, O-6/O-5 or equivalent	District Cdr or his/her designee, but may not be delegated lower than a GS-14, O-5 or equivalent

Appendix A

Selection and Panel Chair Authorities for Supervisory Positions

B-1. Each USACE activity shall determine the outreach efforts required to ensure the applicant pool consists of diverse, well-qualified candidates, including minorities and women. This must include the personal involvement of the selecting official 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) an appropriately and correctly classified position description. Accordingly, selecting officials 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 Federal status candidates is encouraged. Including non-status candidates (e.g., Veterans) when appropriate and when expected to generate well-qualified candidates is also encouraged. The minimum announcement period is 7 days and the maximum period is 10 days, unless directed by Career Program Manager. However MSC Commanders, SES, or the DCG may approve an announcement opening period of less than 7 days if consistent with the DA Career Program Manager prescribed time-frames. A review should be conducted of the DA Career Program unique requirements and the area of consideration for positions filled on a time-limited basis, particularly for those exceeding one year.

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

B-2. Selecting officials are responsible for approving in writing the recruitment strategy, panel composition, and all criteria to be used prior to advertising the position.

B-3. Selecting officials are responsible for approving a diverse 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 observers will not vote on panels in which they serve as advisors to the selection board. This does not preclude HR officials from serving as voting panel members where they are not designated as the HR 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 conducted in person, telephonically, SKYPE, VTC, etc.

Appendix B Recruitment Procedures

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 partiality. Members should discuss questionable situations with the selecting official prior to agreeing to serve. For example, if a panel member personally knows a candidate on the referral list or is rated by a candidate on the referral list, they should recuse themselves from the panel to avoid favoritism or bias.

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 key leadership abilities and leadership capabilities. The members must be prepared to discuss panel proceedings with the selecting official, upon request.

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

B-6. Documentation.

a. Once the panel has reached a decision on the recommended candidate selectee 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 panel does not recommend an alternate selection, indicate in the package the proposed course of action. The recommendation should include discussion of qualifications of the candidates and the rationale for the recommendation based on the approved selection criteria.

b. The selection package must provide a discussion of the leadership strengths of the selectee and alternates. Based on the panel members' evaluation of the candidates' experience, education/training, awards, performance appraisals, interview results, and other relevant factors, provide an explanation of where the "Primary and Alternate" falls in one of the three categories in lieu of "where each candidate" falls:

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

(2) Tier II: Candidates have some of the leadership and technical strengths to carry out the Corps' goals as outlined in the Campaign Plan. They have some potential to drive the organization into the future. Consequently, their impact is likely to be contingent upon how well they fit their particular leadership situation and the support they receive.

Appendix B

Recruitment Procedures

(3) Tier III: Candidates have fewer leadership and technical strengths. Consequently, the candidate is not a good match for the particular position and could most likely not carry out the Corps' goals as outlined in the Campaign Plan.

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 Panel Chair or designee is responsible for notifying non-selected candidates of the final selection.

B-9. The disposition and retention of recruitment and selection files, which should be in accordance with controlling DA and USACE regulations concerning files establishment, maintenance and retention for recruitment and selection actions. These files include all interview notes, matrices, rankings, resumes, application packages, interview questions and responses, correspondence, and any other documentation pertaining to the selection 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, Excepted Positions Appointments, dated 3 September 1993.
- c. USACE Supplement 1 to AR 690-200, Chapter 213, dated 8 March 2004.
- d. DoD Directive 1442.02, Personnel Actions Involving Civilian Attorneys, dated 30 September 2010.

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, the panel recommends that you select *(Name, employment location, series, and GS grade or equivalent)* for subject position. The first and second alternates are also at TAB A, as are the applications.

3. As required by references, TAB B contains the recruitment strategy. This position was announced under *(merit promotion or delegated examining)* and was open (number) days to federal (status) *(and private sector (non-status))* candidates. The referral list (TAB C) contains *(number)* of candidates. (Include if delegated examining was used: The OPM Certificate of Eligible contains *(number)* of candidates.)

4. Upon receipt of the referral list, I chaired a panel (TAB D) that used the approved selection criteria (TAB E). Each member of the panel independently evaluated all referred candidates based on available information (e.g., resume, performance appraisals, etc.). We consolidated the names into a list of *(Number)* finalists for further consideration *(explain process for determining breakpoint)*. The panel's evaluation is at TAB F.

5. Interviews by the panel were offered to *(Number)* candidates. The 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 responses to the questions asked by the 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*

Appendix C

Sample Selection Recommendation

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 both the candidates to be interviewed and the candidates for selection.

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