
Avoid Pitfalls in Hiring: Navigating Through the Hiring Process

Participant Guide

Technology Enhanced Learning (TEL) Interactive

January 14, 2009



Welcome

Welcome to this TEL (Technology Enhanced Learning) training event. We are excited that you will be joining us today for *Avoiding Pitfalls in Hiring: Navigating through the Hiring Process* and look forward to helping you get as much out of this time as possible.

Your participation is an important part of this class. If you have a question, don't hesitate to ask. There are probably several others in the class who have the same question – you might as well be the one to ask. It is our goal that you leave class today with no unanswered questions.

How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructor(s) throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let her/him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses, there is also a “protocol” to follow to ensure you can easily

ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push to talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press and hold down the push to talk button maintaining at distance at least 12-18 inches and say,

“Excuse me [instructor’s first name], this is [your first name]

at [your location]. I have a question (or I have a comment).”

Then release the push to talk button. This is important.

Until you release the button, you will not be able to hear the instructor.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

COURSE OVERVIEW

Why an Avoiding Pitfalls in Hiring program?

For most hiring officials the process of hiring an employee can be somewhat daunting and confusing. This course is designed specifically for **hiring officials** to understand the basic rules associated with the hiring process and options that are available so that the ultimate goal of getting the best person can be realized. Supervisors will learn about the recruitment process, different ways to work a certificate, and what records they need to maintain. In addition, a number of alternative hiring authorities will be discussed that will introduce options and flexibility into the selection process.

Target Audience

Supervisors with seasonal hiring responsibilities. The NPS Supervision, Management and Leadership training manager has reviewed this TELNPS course and approved it as counting towards the mandated NPS annual 40 hour supervisory training requirement.

Program Timing

This course will last three hours.

Learning Objectives

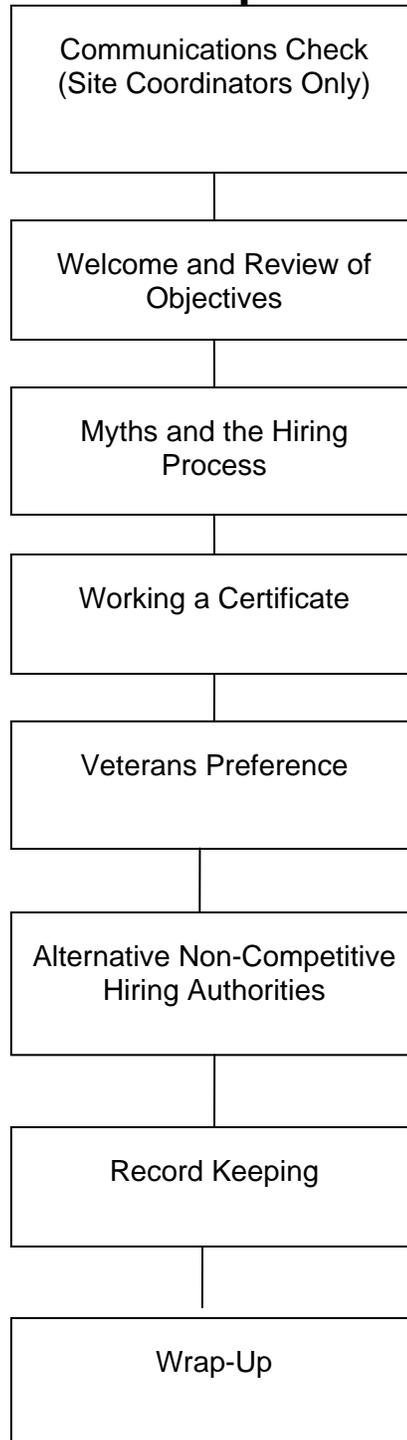
At the completion of the course the student will be able to:

- Describe the recruitment process.
- Explain and abide by the Merit System Principles and Prohibited Personnel Practices.
- Understand the principles of Veterans Preference.
- Understand the different types of certification and how to use them.
- Understand available Alternative Hiring Authorities and appropriate uses.
- Know record keeping requirements for recruitment and selection documents.

Site Point-of-Contact Responsibilities

The TEL Station Site Point-of-Contact must reserve the training room, notify employees that the park will be participating in this TEL training event, make sure the Participant Guide is available to students, set up the TEL Station on the day of the training, ensure students sign in on the attendance roster, and finalize the Class Attendance Roster in DOI Learn.

Course Map



What are your Concerns About the Hiring Process?

Exercise:

What questions do you want to have answered during our time together today?
Discuss your thoughts as a group at your site and be ready to share your list!

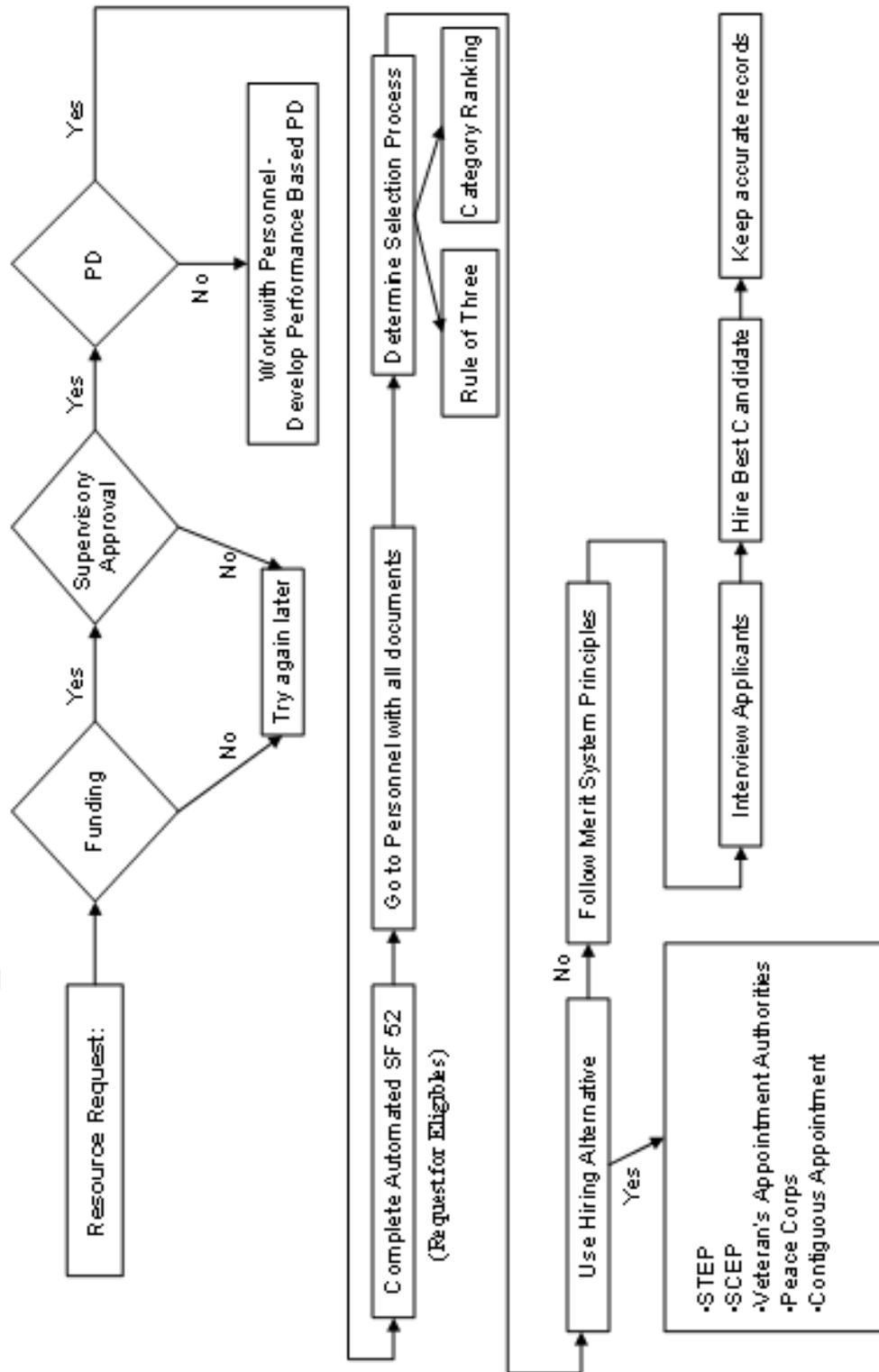
Capture your thoughts here



Add examples that you missed

HIRING PROCESS FLOWCHART

The Hiring Process



MERIT SYSTEM PRINCIPLES AND PROHIBITED PERSONNEL PRACTICES

MERIT SYSTEM PRINCIPLES

The Merit Principles listed below are adapted from the statutory language that appears in section 2301 (b) of title 5, United States Code.

- Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition.
- Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition.
- Provide equal pay for equal work and reward excellent performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Manage employees efficiently and effectively.
- Retain or separate employees on the basis of their performance.
- Educate and train employees when it will result in better organizational or individual performance.
- Protect employees from improper political influence.
- Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations (i.e., protect people who report things like illegal and/or wasteful activities).

Capture your thoughts



PROHIBITED PERSONNEL PRACTICES

Prohibited Personnel Practices

The prohibited personnel practices listed below are adapted from the statutory language that appears in section 2302 (b) of title 5, United States Code.

It is a prohibited personnel practice to:

- Discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
- Solicit or consider employment recommendations based on factors other than personal knowledge or records of job related abilities or characteristics.
- Coerce an employee's political activity.
- Deceive or willfully obstruct a person's right to compete for employment.
- Influence any person to withdraw from competition for a position to improve or injure the employment prospects of any other person.
- Give unauthorized preference or advantage to any person to improve or injure the employment prospects of any particular employee or applicant.
- Employ or promote a relative.
- Retaliate against a whistleblower, whether an employee or an applicant.
- Retaliate against employees or applicants who exercise their appeal rights, testify or cooperate with an Inspector General or the Special Counsel, or refuse to break a law.
- Discriminate based on personal conduct which is not adverse to on-the-job performance of the employee, applicant, or others.
- Violate any law, rule, or regulation which implements or directly concerns the merit principles.

Enforcement

The Office of Special Counsel (OSC):

- Investigates allegations of violations and serves a prosecutor before MSPB
- If allegations proven, OSC can seek corrective action, disciplinary action, or both

CERTIFICATE EXERCISE

WORKING a COMPETITIVE RANKED CERTIFICATE OF ELIGIBLES USING THE "RULE OF 3"

Discuss as a group at your site for the following exercise. Be sure to designate a spokesperson for your site and be ready to share your list.

You, as the selecting official, have just received a certificate of eligibles from your Human Resources specialist. The position you are filling is a Visitor Use Assistant, GS-0303-04, in the Fee Management section. Your positions are seasonal (NTE 1039 hours) and you plan to make 4 selections. Availability Inquiries have already been sent out either by you as the supervisor or HR and the deadline for their return has passed.

- Beaver declined consideration because of the location of the job
- Deer and Badger failed to reply to the inquiry

These annotations have been made on the certificate.

The first selection you want to make is Bison. Is this a legal selection?

<u>Action</u>	<u>Rating</u>	<u>Name</u>	1	2	3	4
	89 CP	Moose				
DL	104 XP	Beaver				
	101 TP	Bison				
	99	Eagle				
	98 TP	Bear				
FR	98	Deer				
FR	98	Badger				
	97 TP	Elk				
	96	Coyote				
	96	Pronghorn				
	96	Wolf				
	96	Osprey				

FR = Failed to Reply

DL = Declined Location

NS = Not Selected

NC = Not Considered **A** = Selected

STUDENT EXERCISE

1. This veteran has a disability rating of 30% and appears on your certificate with a code of _____.
2. The veteran with a Purple Heart is an XP vet and has _____ points added to his/her score.
3. You would receive what type of certificate for a permanent vacancy open to all sources? _____
 - a. Best Qualified
 - b. Ranked (Rule of 3)
 - c. Alphabetical

TYPES OF SELECTION CERTIFICATES

TYPES OF CERTIFICATES

Merit Promotion	OPM/DEU All Sources (All US Citizens May Apply)
Best Qualified Candidates for Promotion	Open Competitive Examining
Non-competitive (minimally qualified) eligibles	<ul style="list-style-type: none"> • Ranked (Rule of 3) • Category Rating

RULES FOR RANKED (RULE OF 3) CERTS

For each vacancy consider:

- First three eligible in score order; CP vets float to the top
- Vet preference applies (5 or 10 points added to the score)
- Can not pass over preference eligible to select non-preference eligible

Elimination of eligibles:

- Declination or failure to reply
- Serving under same type position; same or higher grade, same location, same or better position
- Suitability (must work with HR/OPM)
- Passed over 3 times for 3 selections

RULES FOR CATEGORY RATING

- Candidates broken into 2 or 3 categories - Best Qualified, Highly Qualified and Qualified
- Vet preference applies and vets are placed at the top of each category
- Compensable (CPS/CP) vets placed at top of highest category
- Select any candidate in each category, after vet preference applied
- Eligibles are eliminated only through declinations, failure to reply, or suitability determinations.

These rules apply to all types of selections – permanent, term, and seasonal.

GROUP EXERCISE

Working a Competitive Ranked Certificate of Eligibles (refer back to page 8 for the blank certificate to use for this exercise)

You, as the selecting official, have just received a certificate of eligibles from your Human Resources specialist. The position you are filling is a Visitor Use Assistant, GS-0303-04, in the Fee Management section. Your positions are seasonal (NTE 1039 hours) and you plan to make 4 selections. Availability Inquiries have already been sent out by you as the selecting official or HR, and the deadline for their return has passed.

- Beaver declined consideration because of the location of the job
- Deer and Badger failed to reply to the inquiry

These annotations have been made on the certificate.

We selected Bison as our first choice.

The selections you want to make are:

1. Bison
2. Bear
3. Elk
4. Coyote (Coyote was a name request made by you prior to receiving the cert)

We are going to work this exercise together so follow along on the screen and make the appropriate notations on page 8. You can also find the answer key for this exercise in Appendix A on page 21.

Capture your thoughts



WORKING A SELECTION CERTIFICATE (CONT.)

Example of the same candidates using the Category Rating Method

CATEGORY A - BEST QUALIFIED

		CP	Moose	Veterans first – in preference order
	DL	XP	Beaver	
#1	A	TP	Bison	
#2	A	TP	Bear	Select any of these first
#3	A	TP	Elk	
		NV	Pronghorn	Any candidates in this group of non-vets may be selected after Vets cleared
		NV	Eagle	
		NV	Wolf	
	FR	NV	Deer	
		NV	Coyote	
	FR	NV	Badger	
		NV	Osprey	

- Category A Veterans appear on top of the category in alphabetical order
- 1st selection Bison
- 2nd selection Bear
- 3rd selection Elk
- 4th selection of Coyote (your Name Request) with this certificate could not be made - your 4th selection needs to be Moose
- NO removal from certificate allowed based on 3 considerations

Capture your thoughts



Alternative Non-Competitive Hiring Authorities

Student Temporary Employment Program (STEP) Fact Sheet

Authority: 5 CFR 213.3202(a)

Purpose: To provide maximum flexibility to both the student and the agency. Appointments are temporary, NTE 1 year; may be extended in 1-year increments as long as incumbent meets definition of student.

STEP Eligibility: The student must be:

Enrolled or accepted for enrollment in an accredited school

- Meet definition (according to school) of half-time enrollment
- Degree/Diploma/Certificate seeking student

STEP Criteria: Work need not be related to student's educational program/career goals.

- Must meet qualification standards for position.
- Eligible *for* higher grade (promotion) based on experience.

Conversation to SCEP: Students may be noncompetitively converted to the Student Career Experience Program whenever they meet the requirements of that program and the agency has appropriate position available.

Benefits:

- Annual/sick leave
- Eligible for health benefits after completion of 1 year of service

Suggestion: Consider reducing the grade of your position to accommodate the qualifications of the student. For example, a GS-5 Bio Tech reduced to a GS-2 for the student you wish to hire; student does not meet qualifications at a GS-5 level.

Capture your thoughts



VETERANS APPOINTING AUTHORITIES

NON - COMPETITIVE

✓ VRA - Veterans Recruitment Appointment (11/7/02)

38 U.S.C. 4214; Pub. L. 107-288; 5 CFR Part 307; 5 CFR 752.401 (c)(3)

- any grade thru GS-11 or equivalent
- must meet minimum qualifications/military service requirements
- permanent/temporary/TERM appointments allowed
- Vet Preference applies when more than one applicant
- 2yr period under Excepted service; convert to Career Conditional
- must establish formal training program if appointee has less than 15 yrs of education

✓ 30% or more Disabled Veteran 5 U.S.C. 3112; 5 CFR 316.402(b)(4); 5 CFR 315.707

- temporary appointment more than 60 days or TERM
- retired military with disability rating of 30% or more OR;
- rated by VA within preceding year as having compensable service-connected
- disability rating of 30% or more
- no grade level limitation
- must meet minimum qualifications
- eligible for non-competitive conversion to career-conditional appointment

✓ Veterans Employment Opportunities Act of 1998 (VEOA) PERMANENT ONLY

5 U.S.C. 3304, 3330; 5 CFR 213.3202 (n) and 335.106

- allows eligible veterans to apply for positions announced under merit promotion
- when area of consideration is outside the agency (outside DOI, i.e. Government wide)
- veteran must be preference eligible, OR
- veteran separated after 3 or more years of continuous active service under
- honorable conditions
- selectee given career-conditional appointment
- veterans preference does not apply

PEACE CORPS

- ✓ **Peace Corps Volunteers (5 CFR 315.605 PERMANENT)
(5 CFR 316.402 TEMPORARY)**
 - Satisfactorily completed service of at least one year.
 - Permanent or seasonal appointment to GS positions
 - Must meet OPM minimum qualifications
 - Eligible for one year after completion of service (possible extensions)
- ✓ **Peace Corps Employees (5 CFR 315.607 PERMANENT)
(5 CFT 316.402 TEMPORARY)**
 - Permanent or seasonal appointments
 - Applies to present and former employees
 - Service requirement - 3 continuous years.
 - Must meet OPM minimum qualifications.
 - Eligible for 3 years after separation.

SEVERELY PHYSICALLY HANDICAPPED (CFR 213.3102(u))

- Temporary appointment to demonstrate ability to perform duties satisfactorily
- OR**
- Certification by State Voc Rehab or VA as likely to succeed in performance of duties
 - May convert to competitive status after 2 years

Capture your thoughts



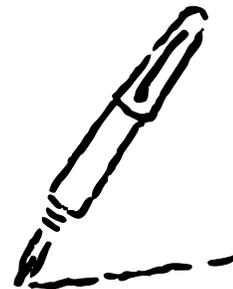
**CONTIGUOUS APPOINTING AUTHORITY (Schedule A,
213.3112(a) (1))**

- ✓ Employees appointed under this authority must maintain a permanent and exclusive residence within, or contiguous to, a field activity or district, and be dependent for livelihood primarily upon employment available within that field activity.
- ✓ Only for technical, maintenance, and clerical positions at or below GS-7 or WG-10.

DO NOT use this authority without consultation with your servicing personnel office

- Defined as “outside the local commuting area of a population center”
- Any position - any grade
- Limited to temporary appointment NTE 1040 hours

Capture your thoughts



Student Exercise

Which special appointing authority is most appropriate in these circumstances?

1. Student on summer break from school, and holds a position unrelated to her educational field of study.

STEP

Peace Corps

SCEP

2. An eligible veteran is selected for a permanent position as a Maintenance Mechanic WG-10.

VRA

30% Disabled Vet

VEOA

3. Veteran (CP) originally hired non-competitively for a temporary position; later converted non-competitively to permanent.

30% Disabled Vet

VRA

Severe Physical Handicap

Capture your thoughts



RECORD KEEPING

CFR Regulations On Privacy Act Provisions As They Pertain To Certification Of Eligible

- Safeguard your certificate and information.
- Interview notes - maintain for a reasonable period of time
- Specific documentation - maintain for a reasonable period of time; copy to HR (declinations, questions, problems, etc.)

CFR 293.106 (a) Safeguarding information about individuals

...As a minimum, these controls shall require that all persons whose official duties require access to and use of personnel records shall be responsible and accountable for safeguarding those records and for ensuring that the records are secured whenever they are not in use or under the direct control of **authorized persons**.

RECORD KEEPING (CONT.)

CFR 293.108(b) Standards of conduct

...Agency employees whose **official duties** involve personnel records shall be sensitive to individual rights to personnel privacy and shall not disclose information from any personnel record unless disclosure is part of their official duties or required by executive order, regulations, or statute (e.g., Freedom of Information Act).

CFR 293.108(C) Improper use of personnel information

...Any OPM or agency employee who makes a disclosure of personnel records knowing that such disclosure is unauthorized, or otherwise knowingly violates these regulations, **shall be subject to disciplinary action and may also be subject to criminal penalties** where the records are subject to the Privacy Act (5 U.S.C. 552a).

CFR 292.201 Personnel records subject to the Privacy Act

...When personnel records are maintained within a system or records, the records are deemed to be within the scope of both regulations in this part and OPM or agency regulations implementing the Privacy Act.

Capture your thoughts



To Receive Credit for *Avoid Pitfalls in Hiring: Navigating Through the Hiring Process*

Take the **on-line evaluation** at: www.nps.gov/training/tel

- Click on the DOI Learn tab

Go to the link under Class Evaluations for *Avoid Pitfalls in Hiring: Navigating Through the Hiring Process*.

- Please complete the evaluation within 2 weeks of the course, by **January 29, 2009**.

Also, sign the **Class Attendance Roster**.

APPENDIX A

Answer Key for Rule of 3 selection exercise

<u>Action</u>	<u>Rating</u>	<u>Name</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
REMOVED	89 CP	Moose	c	c	c	
(4th action on cert)						
DL	104 XP	Beaver				
A (1st selected)	101 TP	Bison	c			
REMOVED	99	Eagle	c	c	c	
(4th action on cert)						
A (2nd selected)	98 TP	Bear		c		
FR	98	Deer				
FR	98	Badger				
A (3rd selected)	97 TP	Elk			c	
A (4th selected)	96	Coyote				c
NS	96	Pronghorn				c
NS	96	Wolf				c
NC	96	Osprey				

USE THESE CODES IN THE ACTION COLUMN

FR = Failed to Reply

DL = Declined Location

NS = Not Selected

NC = Not Considered

A = Selected

SEASONAL/TEMPORARY EMPLOYMENT Remote/Isolated

(Schedule A, 213.3102(I) (1)):

The intent of this authority is to permit temporary or seasonal employment (full-time, part-time, or intermittent work schedule) for no more than 1,039 work hours (6 months) in a service year (12 month period). Temporary appointments may be extended in 1 year increments as long as the employee does not work more than 1,039 hours in a particular service year.

Any GS or FWS (WG) position and grade level for which the applicant meets qualification requirements, applicable ranking factors, and veteran's preference.

Applicants must meet the eligibility of the Remote/Isolated authority:

1. Complete the Certification of Living in Remote/Isolated Location form with required information.
2. Demonstrate permanent residency in this remote/isolated location that is within a 50 mile radius of the park, and is outside the local commuting area of a population center from which an employee can reasonably be expected to travel on short notice under adverse weather and/or road conditions which are normal for the area.
3. Are dependent for one's livelihood primarily upon employment opportunities available at the park because of high unemployment in the area and long distance from employment sources.

Note: This is only an overview of the two distinct appointing authorities – for further details, please contact your personnel office. Situations should be handled on a case by case basis to determine if the applicant meets the criteria for use of these authorities.