

**Guam National Guard
Regulation 335-1**

Personnel Management

**Merit Placement Plan for
Guam Army and Air
National Guard Employees**

Joint Force Headquarters-Guam
12 December 2019

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**Personnel Management: Merit Placement
Plan for Guam Army and Air National Guard**

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**Personnel Management: Merit Placement
Plan for Guam Army and Air National Guard**

FOR THE ADJUTANT GENERAL:

//SIGNED//

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(See attached email)

Summary. This regulation provides policies and procedures for the administration of the Guam National Guard Merit Placement Plan.

Applicability. This regulation applies to all Guam Army and Air National Guard technician employees and to commanders, managers and supervisors (military or civilian) with authority or responsibility over full-time personnel management.

Proponent and Exceptions Authority. The proponent of this regulation is the J-1. The proponent has authority to approve exceptions to this regulation when they are consistent with controlling laws and regulation.

Supplementation. Supplementation of the regulation is prohibited without prior approval of the proponent.

Interim Changes. Interim Changes are not official unless approved by the proponent. Users will destroy interim changes on their expiration date unless superseded or rescinded sooner.

Suggested Improvements. Users are invited to send comments and suggested improvements on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Guam National Guard Labor Relations Section.

Distribution. Distribution of this publication is available in electronic and hard copy. This regulation is intended for command levels within the Guam Army and Air National Guard.

**Personnel Management: Merit Placement
Plan for Guam Army and Air National Guard**

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Chapter 1

General Guidance

1-1. Purpose

- a. This regulation establishes procedures for filling Title 32 Dual-Status and Title 5 civilian technician positions in the Guam Army and Air National Guard.
- b. This regulation implements and supplements, as necessary, those provisions of the Office of Personnel Management, Department of Defense, National Guard Bureau, Title 5 United States Code Section 2301 and Title 32 United States Code Section 709, law and policy governing merit promotion and placement matters.
- c. This plan is intended to ensure maximum opportunity for technicians to further their careers and to provide for fair and impartial consideration for promotion within statutory and regulatory limitations.

1-2. Policy

- a. The Guam National Guard will fill technician positions with the best qualified individuals available and ensure that all technicians have an opportunity to develop and advance to their full potential. All technician vacancies will be filled on the basis of merit and job-related factors. For the purposes of this plan, military requirements are considered as job-related qualifying factors for positions in the excepted service. All actions under this plan will be made without discrimination for non-merit reasons such as race, color, religion, sex, national origin, marital status, political affiliation, membership or non-membership in an employee organization, and age or non-disqualifying physical handicap (except for military requirement for excepted Title 32 Dual Status technicians).
- b. All technician vacancies will be filled on the basis of merit using job-related factors. Individuals being considered for merit placement must meet the eligibility requirements and standards for the position for which considered. For dual-status technician positions, eligibility includes appropriate military membership and the ability to be assigned to a compatible military position.
- c. First consideration will be given to filling vacancies from within the technician work force in the Guam National Guard. Applicants from outside the Guam National Guard Technician Program may be selected only when they possess superior qualifications.

1-3. Scope

- a. This plan encompasses all technician positions in the Guam National Guard including Title 32 (T32) Excepted Service Dual Status (DS), Title 5 (T5) Competitive Service (formerly Non-Dual Status), and Title 5 (T5) Excepted Service. It will be used in filling positions in the excepted and

competitive service through initial appointment, promotion, reassignment, reinstatement, demotion, and transfer.

b. The current labor-management agreement takes precedence over any conflicting provisions, as it applies to technicians covered by the agreement. When provisions of this plan differ from changes in law or regulation, the changes in law or regulation will apply.

c. Where this plan is silent, the flexibilities provided by regulation or guidance from higher authority are preserved.

1-4. Provisions

a. **Alternative Hiring Opportunities.** There are no authorized and allowed OPM, Service specific, or DoD special hiring provisions, such as Expedited Hiring Authority and Direct Hire Authority, for the National Guard (NG) T32 DS technician positions and NG T5 Excepted Service employee positions.

b. **Converted Positions.** As current on-board T5 competitive service NG employees separate from their respective positions and the position becomes vacant, those positions are directly converted into T5 NG Excepted Service positions.

c. **Nepotism and Personal Favoritism.** No official may, in recommending or selecting candidates for promotion, show or give preference to any candidate based upon factors not pertinent to the candidate's qualifications for performing work including personal friendship, kinship, or political connections. A management official may not appoint, employ, promote, or advance one of his/her relatives (by blood or marriage) to a position in his/her agency, nor may he/she advocate a relative for appointment, employment, promotion, or advancement in the agency. Likewise, an individual may not be appointed, employed, promoted, or advanced if the action was advocated by a management official who is serving in or exercising jurisdiction or control over the agency and who is a relative of the individual. These provisions apply to all individuals in the rating, ranking, evaluating and/or selecting processes for action under this plan.

d. **Prohibited Personnel Practices.** There are thirteen prohibited personnel practices, including reprisal for whistleblowing, which are defined by law [T5 United States Code, Section 2302(b)]. Generally stated, 2302(b) provides that any employee who has authority to take, direct others to take, recommend, or approve any personnel action, shall not, with respect to such authority:

- (1) Discriminate against an employee or applicant based on race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation;
- (2) Request or consider employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics;
- (3) Coerce the political activity of any person; or take any action as a reprisal for the refusal of a person to engage in such political activity;

- (4) Deceive or willfully obstruct anyone from competing for employment;
- (5) Influence anyone to withdraw from competition in an effort to improve or injure the employment prospects of any person;
- (6) Give an unauthorized preference or advantage to anyone so as to improve or injure the employment prospects of any particular employee or applicant;
- (7) Engage in nepotism (*i.e.*, hire, promote, or advocate the hiring or promotion of relatives);
- (8) Engage in reprisal for whistleblowing – generally, a person with personnel authority cannot take or fail to take a personnel action with respect to an employee or applicant because of a disclosure of information by the employee or applicant that he or she reasonably believes evidences a violation of a law, rule or regulation; gross mismanagement; gross waste of funds; an abuse of authority; or a substantial and specific danger to public health or safety. The prohibition does not apply, however, if the disclosure is barred by law or is specifically required by Executive Order to be kept secret in the interest of national defense or the conduct of foreign affairs, *except* when such a disclosure is made to the Special Counsel, the Inspector General, or a comparable agency official;
- (9) Take or fail to take a personnel action against an employee or applicant for exercising an appeal, complaint, or grievance right; testifying for or assisting another in exercising such a right; cooperating with or disclosing information to the Special Counsel or to an Inspector General; or refusing to obey an order that would require the individual to violate a law;
- (10) Discriminate based on personal conduct which is not job-related and does not adversely affect the on-the-job performance of an employee, applicant, or others;
- (11) Knowingly take or fail to take, recommend, or approve a personnel action if taking or failing to take such an action would violate an applicable veterans' preference requirement;
- (12) Take or fail to take a personnel action, if taking or failing to take the action would violate any law, rule or regulation implementing or directly concerning merit system principles at 5 U.S.C. § 2301.
- (13) Implement or enforce any nondisclosure policy, form, or agreement, if such policy, form, or agreement does not contain the following statements:

“These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive order relating to:

- (a) Classified information;
- (b) Communications to Congress;

(c) Reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety; or,

(d) Any other whistleblower protection.”

“The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling.”

1-5. Military Technicians

a. A basic principle of the NG T 32 Excepted Service Military Technician Program is that only NG T32 occupy DS military technician employee positions.

b. Requests to convert established/confirmed T32 NG Excepted Service technician positions to T5 NG employee positions, post-conversion of the percentage designated by law, must be identified by local functional management officials, coordinated with the HRO and TAG for review and further coordinated discussion with NGB-J1-TN for final approval by G1 or A1.

c. Requests and decisions are not influenced by the desires of the incumbent or potential candidates.

d. NG T32 DS technicians and Title 5 Competitive employees may apply/compete for hire or be eligible for merit promotion considerations to advertised T5 Excepted Service NG employee vacant positions.

e. NG T5 Competitive and Excepted Service employees may apply/compete for hire or merit promotion considerations to advertised T32 DS technician positions; however, to qualify, the candidates must meet the DS technician positions’ series qualifications and must meet the positions’ military compatibility requirements.

f. Management Directed Reassignments (MDR) personnel processing actions are not authorized for the non-competitive placements of NG T32 DS technicians into established NG T5 employee positions; and, are not authorized for the non-competitive placements of NG T5 employees into NG T32 DS technician positions.

g. Concerns and inquiries in regard to potential controversial issues must be forwarded, in writing, to the Technician Personnel Management Division (NGB-J1-TN), for review and final decision by NGB Functional Managers/Office of Primary Responsibility and NGB-J1.

1-6. Veteran’s Preference Programs for T5 NG Excepted Service Positions

a. Hiring Authority References: 5 USC 3320, 5 CFR, and OPM Veteran Guide.

b. 5 CFR §335.106, Special selection procedures for T5 Excepted Service positions and veterans under merit promotion. Veteran's preference will be considered for vacancies under merit promotion when an agency accepts applications from individuals outside its own workforce.

1-7. Responsibilities

a. **The Adjutant General (TAG)** is the appointing authority for the Guam National Guard technician program and is the highest level of authority in the State concerning the overall application of this merit placement plan. TAG will accomplish any personnel force management actions involving employment, appointments, promotions, reassignments, other internal placements, or external recruitment in accordance with guidance provided in this plan. TAG is the highest level of authority in the State concerning the overall application of this plan.

b. **The Human Resources Officer (HRO)** ensures that the requirements of this Merit Placement Plan are carried out. The HRO will:

1. Review and ensure personnel actions are accomplished in accordance with statute, US Office of Personnel Management (OPM), Department of Defense (DoD), and NG manual/regulation/issuances, as well as terms of current negotiated bargaining agreements.
2. Provide training, technical guidance, and staff assistance to managers and supervisors in carrying out responsibilities under this manual.
3. Provide timely and efficient service and ensure all personnel actions processed are consistent with the provisions of this plan.
4. Work with supervisors, performing job analysis to identify knowledge, skills, abilities, competencies or other requirements for the job and develops crediting plans.
5. Ensure all T32 DS Technicians, T5 Competitive Service employees, and T5 Excepted Service employees are entitled to placement or promotion, receive full and fair consideration; ensure appropriate treatment of candidates entitled to priority consideration (e.g., DoD Priority Placement Program (PPP), Technician Reemployment Priority List (TRPL), Retained Grade List, and Interagency Career Transition Assistance Plan (ICTAP).
6. Maintain associated records for review.

c. **Managers and Supervisors will:**

1. Comply with the principles and follow the procedures identified in this plan.
2. Evaluate T32 DS Technicians, T5 Competitive Service employees, and T5 Excepted Service employees fairly, objectively and in a timely manner; develop job-related evaluation criteria; and, determine appropriate evaluation methods in collaboration with the HRO prior to announcing the position.

3. Ensure that technicians under their supervision are familiar with this plan and have access to it.
4. Work collaboratively with human resource representatives to ensure prompt posting of job opportunity announcements (JOAs) or vacancy announcements (VAs).
5. Promptly arrange for interviews of candidates referred for consideration if desired.
6. Return referral certificates within scheduled time frames.
7. Ensure that personnel actions within their area of responsibility are based on merit, without discrimination.
8. Encourage technicians under their supervision to participate in developmental opportunities and to apply for positions for which they are qualified.
9. Recommend changes to this plan to the HRO.
10. Assure that technicians under their supervision who are absent (away for military duty, service schools, etc.) are considered for positions for which they are qualified.

d. Individual Technicians and Non-Technician Applicants are responsible for:

1. Pursuing developmental opportunities to prepare themselves for higher-level duties.
2. Familiarizing themselves with the provisions of this plan.
3. Providing the HRO with current, timely, and accurate information about their qualifications, and submitting complete and timely application packages for positions.
4. Ensuring their position appointments meet the applicable T32 DS Technician, T5 Competitive Service, or T5 Excepted Service requirements, such as, the military compatibility program requirements for T32 DS Technicians.
5. Coordinating with their supervisors to submit applications for vacancies when temporarily absent from their jobs.

1-8. Management Rights

a. Recognizing that it is essential to the accomplishment of the mission of the Guam National Guard that technician positions be filled with the best qualified individuals available, management retains the right to:

1. Select or not select from among a group of best-qualified candidates.

2. Select candidates from any appropriate source most likely to best meet the mission objectives of the Guam National Guard in accordance with the procedures outlined in this regulation.
3. Fill vacant positions utilizing any process prescribed herein. This includes, but is not limited to, nationwide announcement, reemployment priority lists, transfers, management directed reassignments, details, position changes resulting from Reduction-in-Force (RIF), placing an individual exercising restoration rights, reinstatement, or dual technician/Active Guard Reserve (AGR) announcements.
4. Submit pass-over requests of veteran preference qualified candidates for T5 NG Excepted Service Positions to HRO for endorsements to OPM for reconciliation.
 - a. The HRO must initiate procedures as directed in the OPM Delegated Examining Operations Handbook, Chapter 6, Section D, *Object to an Eligible*.
 - b. During this time period, the same advertised position remains vacant until the submitted pass-over request determination is resolved.

1-9. Oversight

- a. T5 Excepted Service numeric value ratings are documented in accordance with OPM and DoD directive processes.

1-10. Documentation and Reporting Requirements

- a. Documentation is maintained in accordance with the OPM and DoD reporting criteria.

Chapter 2

Exceptions to Competition

2-1. Selecting Personnel Exempt from Competition

- a. Prior to announcing a position vacancy, consideration will be given to filling a vacancy through those actions which are exempt from competition (Subchapter 2-2 below).
- b. Except for details, candidates selected to fill positions under this subchapter must meet all qualification requirements for the position considered.
- c. If the vacant position can be filled by employees in the categories of paragraph 2-2 below, the action will be accomplished automatically by the HRO citing this chapter as authority to accomplish the promotion when no higher authority has directed the action.
- d. In all instances covered by paragraph 2-2 below, a referral and selection certificate will be forwarded to the appropriate selecting official. The normal selection process indicated in Chapter 6 will be followed in processing the referrals. This chapter will be cited as authority to accomplish the promotion.
- e. The Adjutant General, in his capacity as Selecting Official:
 - 1. Remains the sole approval authority for all job placement actions in the Guam Army and Air National Guard, including actions exempt from competition.
 - 2. May issue interim guidance requiring that placement actions done under the authority of Subchapter 2-2 be subject to the competition procedures.
- f. The ability to fill vacancies using non-competitive selection does not authorize local commanders and/or supervisors to circumvent the administrative process.
- g. Before any of the placement actions become official they will be submitted to the HRO for review. Once the HRO ensures the action is in compliance with this regulation it will be submitted to the J1 who then submits it to the Selecting Official for final approval.

2-2. Actions Exempt from Competition

- a. Promotions due to issuance of new classification standards or correction of a classification error.
- b. Placement of over-graded technicians entitled to grade retention as a result of a Reduction in Force (RIF), reclassification, or management directed change-to-lower grade.
- c. Promotion when competition was held earlier (i.e., position advertised with known promotion potential).

- d. Re-promotion to a grade or an intervening grade or position from which a technician was demoted without personal cause and not at his/her request.
- e. Promotions resulting from a technician's position being reclassified at a higher grade because of additional duties and responsibilities.
- f. Management-Directed Reassignment to a position having no higher promotion potential.
- g. Position change required by RIF regulations.
- h. Temporary promotion of 120 days or less.
- i. Detail to same or higher-graded position, or to a position with known promotion potential for 120 days or less.
- j. Selection of a former technician from the Re-employment Priority List for a position at the same or lower grade than the one last held.
- k. Placement under the provisions of the DoD Priority Placement Program.
- l. Placement as a result of priority consideration when a candidate was not previously given proper consideration in a competitive action.

Chapter 3

Position Announcement and Application Procedures

3-1. Request for Filling a Vacancy

a. When requesting that a position be advertised, the supervisor will submit, through appropriate channels, a *Standard Form 52 (SF-52) Request for Personnel Action* to the HRO. Required information on the SF-52 for a request is as follows:

1. Position title, job number, grade(s), and location.
2. Type of appointment (T5 Competitive Service, T5 Excepted Service, T32 Excepted DS).
3. Military status (officer, warrant officer, enlisted) if applicable.
4. Recommend area(s) of consideration (see Subchapter 3-5).
5. Recommend competencies (knowledge, skills, abilities, and behaviors)
6. Designated security clearance required.
7. Medical standards/physical requirements and/or requirements for periodic medical evaluation when applicable.

3-2. Vacancy Announcement Requirements

a. When a vacancy is not going to be filled as an Exception to Competition (Chapter 2), the vacant position will be announced. As a minimum, the vacancy announcement will contain the following information:

1. Job advertisement/announcement number, opening, and closing dates.
2. Position title/series/grade (to include full performance level, if appropriate) organization and location.
3. Sufficient information for the applicant to understand the area of consideration.
4. A summary of the job duties.
5. A statement of the required qualification requirements or information on where the qualification requirements are printed.
6. Designation of any special requirements.

7. For ONLY T5 Excepted Service positions, the Veterans' Preference criteria and eligibility requirements are fully explained.
 8. For ONLY T5 Excepted Service positions, clearly defined numeric value groups (at least two groups) used to assess each applicant based on the competencies directly related to the job.
 9. EEO statement.
 10. That the position being filled is one with known promotion potential, if applicable.
 11. For ONLY T5 Excepted Service positions, Assessment Questionnaire with numeric values – determined by the position's job analysis results.
 12. Instructions on how to apply or information on where the instructions are found.
 13. Job advertisements/announcements are open for receipt of applications for a minimum period of fifteen (15) calendar days, not to exceed thirty (30) calendar days.
- b. All vacancies must contain selective placement factors, which are the competencies (knowledge, skills, abilities and behaviors), or other personal characteristics essential for satisfactory job performance. These factors will be determined prior to advertising a position, and will be clearly stated in the vacancy announcement.
- c. Security Requirements: An applicant may be required to comply with specific personnel security requirements IAW the applicable laws and regulations governing certain positions. The HRO must determine whether the applicant complies with the required security requirements for certain assignments. Technicians who do not meet the required security requirements of a position, but meet all other basic eligibility requirements, may be selected to fill a vacancy on the condition that they will attain the proper security credentials within a reasonable time period after their selection. The HRO will verify that the clearance is obtained. When a technician cannot meet the security requirements of the position, removal action must be taken IAW current NGB regulation governing non-disciplinary actions (failure to meet a requirement of the position), and the position can be re-advertised.
- d. Compatibility Requirements: Selected applicants for dual-status positions must be assigned to a compatible military unit of assignment and MOS/AFSC upon appointment as a technician in accordance with TPR 303. Compatible specialties are reflected in the body of vacancy announcements. Failure to be placed in and maintain a compatible MOS/AFSC will result in removal of the technician unless NGB or HRO has granted a waiver.
- e. Grooming Standards and Wearing of the Military Uniform: The proper grooming standards and wear of the Army or Air Force uniform prescribed by Army Regulations or Air Force Instruction is required for all dual-status technicians. Acceptance of a technician position constitutes concurrence with this requirement as a condition of employment. Failure to abide by the standards may result in disciplinary action.

3-3. Re-promotion and/or Placement of Over Grade Technicians

- a. A listing of all-over graded technicians entitled to grade retention as a result of RIF or reclassification action will be maintained in the HRO. Prior to announcing a position vacancy the HRO will give first consideration to the re-promotion/ placement of all over graded technicians entitled to grade retention as a result of RIF or a reclassification of position and who meet the full technician and/or military qualifications of the position.
- b. If the position is of equal or intervening grade and within the commuting area, first consideration will be afforded to those technicians who are fully qualified and within the commuting area. If there is more than one eligible technician in a saved grade status, all candidates will be referred to the selecting official by use of Form 335-5, Referral and Selection Certificate. Grade and pay retention will be terminated if the technician selected refuses the offer of a position equal to the technician's retained grade and preserves the military rank of the technician. The technician must decline the offer in writing.
- c. If the position is not within the commuting area and there are no over graded technicians within the commuting area, the position will be offered to over graded technicians outside the commuting area before the position is announced. If the technician refuses the offer of a position outside the commuting area, grade and pay retention will continue if otherwise eligible.
- d. The over graded technician's name will be removed from the priority placement roster at the expiration of the two-year retention period.

3-4. Posting of Announcements

- a. Vacancies will be announced to all areas of consideration, simultaneously.
- b. Vacancy announcements will be opened (posted) for a minimum of fifteen (15) calendar days.
- c. The Agency will announce all vacancies using the currently approved method (e.g., USA Jobs), and on the appropriate Agency network information system (e.g., SharePoint).
- d. Requests by the Agency to announce a vacancy for less than the required times indicated above, or to expand the area of consideration beyond 1 and 2 when initially announcing a vacancy, will require concurrence from the Union.

3-5. Area of Consideration (AOC)

- a. The area of consideration to compete the position must be sufficiently broad to ensure the availability of a reasonable number of high quality candidates, taking into account the nature and level of the position to be filled, merit principles, affirmative action goals and objectives and applicable regulations and requirements of negotiated agreements. The Area of Consideration (AOC) is identified in the USAJOBS Job Opportunity Announcement (JOA).
- b. The normal areas of consideration are as follows:

(1) Area 1: Current Title 5 and Title 32 permanent or indefinite employees of the Guam Army or Air National Guard.

(2) Area 2: Current members of the Guam Army or Air National Guard.

(3) Area 3: Nationwide.

3-6. Application Procedures

a. The application is the basic document by which the individual's qualification for the position is determined. It must therefore reflect the applicant's current and past employment data as well as military duty assignments, qualifications, and training, if applicable. Complete and accurate data is essential to ensure fair evaluation of candidates. Applications will be submitted in accordance with the procedures specified within the vacancy announcement.

b. Applications will be forwarded to reach the HRO no later than the closing date specified on the vacancy announcement. Applicants who fail to submit the required forms by the closing date of the vacancy announcement will be considered ineligible.

c. Persons applying for a dual-status position requiring commissioned officer status must submit evidence of eligibility for a commission.

d. Technicians whose absence may preclude them from having knowledge of, or applying for, a vacancy may request in writing that applications be submitted for them by their supervisor.

3-7. Priority Placement Program

a. The Department of Defense (DoD) program for Stability of Civilian Employment must be used for T5 technician vacancies when individuals are available and referred. The Priority Placement list will be "cleared" before proceeding with action to advertise and/or fill a T5 position.

3-8. Announcing Positions at a Lower Grade

a. Entry level positions (less than fully qualified) may be advertised under the following conditions:

1. To avoid re-advertising if there are insufficient qualified candidates at the full performance level, or
2. To recruit for candidates at less than the full performance level (i.e., to provide "bridge positions" in support of the upward mobility program).
3. A Statement of Difference (SOD) will be prepared by the HRO prior to announcing the position at entry levels in order to properly document the duties at each level.

4. The Agency may not use entry level position as a means to increase their overall manning or as a stopgap measure during times of limited funding.

b. Qualifications for T32 DS, T5 Excepted, and T5 Competitive positions will be developed at each grade level and shown on the vacancy announcement.

Chapter 4

Key Staff Positions

4-1. Purpose

a. This chapter identifies certain technician positions within the Guam National Guard that are considered to be Key Staff positions. These positions are exempt from the Merit Placement process in Chapter 3 because of their special importance to the overall effectiveness of the Guam National Guard, and their unique military qualifications.

4-2. Procedures

a. The Adjutant General may require that a Key Staff position be filled by referral of all qualified technicians or by use of a Job Vacancy Announcement. The personnel folders (technician and military) will be screened to determine basic eligibility and to prepare a list of eligible individuals that will be submitted to the Adjutant General.

4-3. Key Staff Positions

a. Table 4-1 (next page) contains a current listing of positions identified as Key Staff in the Guam National Guard.

Table 4-1 Key Staff Positions in the Guam National Guard (as of 1 October 2009)

Joint Forces Headquarters - State	
Position	Service Component
Assistant Adjutant General, JS/CDR JTF	Joint
Director of the Joint Staff	Joint
Chief of the Joint Staff	Joint
State Senior Enlisted Advisor	Joint
Public Affairs Officer	Joint
Chief Council/SJA	Joint
Chaplain	Joint
J1/J2/J3/JDOMS/J5/J6/J7	Joint
J8 (Deputy USPFO)	Joint
Counter-Drug Coordinator	Joint
Human Resources Officer	Joint
Provost Marshall	Joint
Air National Guard	
Assistant Adjutant General, Air	ANG
Air Senior Enlisted Advisor	ANG
Air/Wing Commander	ANG
Air/Wing Chief of Staff	ANG
ESSO	ANG
Comptroller	ANG
Community Programs Manager	ANG
Director of Operations	ANG
Director of Support	ANG
Director of Logistics	ANG
Human Resources Officer (Military)	ANG
GSU Detachment Commander	ANG
Army National Guard	
Assistant Adjutant General, Army	ARNG
Army Senior Enlisted Advisor	ARNG
Land Component Commander	ARNG
Army Chief of Staff	ARNG
Secretary to the General Staff	ARNG
Command Warrant Officer	ARNG
G1 through G7	ARNG
Comptroller	ARNG
Construction & Facility Maintenance Officer (CFMO)	ARNG
State Aviation Officer	ARNG
Brigade/Division Commander	ARNG
Brigade/Division Administrative Officer (AO)	ARNG

Chapter 5

Processing Applications

5-1. Packet Review

- a. Applications will be reviewed by the HRO Personnel Staffing Specialist to determine if candidates meet the basic eligibility requirements of the vacancy announcement. Candidates must meet the basic qualifications established for the position including any selective placement factors. Applicants who meet the minimum qualifications will be considered basically eligible. Applicants who do not meet the minimum qualifications will be notified as to what basic qualifications were lacking.
- b. Once basic eligibility has been determined, the HRO will forward up to the (10) qualified applicants per vacancy to the Nominating Official for consideration. If there are more than seven (7) qualified applicants for a vacancy, then the procedures in Subchapter 5-4 will be used.
- c. Qualified Area 1 applicants will be given priority consideration for job vacancies. When two (2) or more Area 1 qualified applicants are identified, only those applicants will be considered. The Nominating Official must submit written justification to HRO-Staffing when requesting to extend consideration beyond Area 1 applicants. HRO-Staffing shall notify the Union whenever a request to extend the area of consideration is granted under this Section. The notice will include a copy of the justification submitted in support of expanding consideration beyond qualified Area 1 candidates.
- d. When less than two (2) Area 1 qualified applicants are identified, the Agency may consider all qualified applicants.
- e. The HRO will advise, in writing, those individuals who did not meet the qualifications required for the position.

5-2. Selective Placement Factors

Selective placement factors are the competencies or other personal characteristics absolutely essential for satisfactory performance in the job. They will be determined in advance of advertising a position and will be stated in the vacancy announcements. When used, they are a part of the basic eligibility requirements for the position.

5-3. Conditions of Employment

- a. Conditions of employment are those requirements of the position which are necessary in order to perform duties of the position (e.g., security clearance, medical/physical requirements, and specialized education). In addition, positions may have established requirements which must be met for continued retention (e.g., developmental training). When either of these type requirements has been established, they will be included in the position announcement.

b. Security Requirement. A technician is subject to the personnel security requirements in accordance with the regulation. Applicants must provide information to verify they possess the security clearance. When a technician cannot meet the security requirements of the position, action must be taken IAW the non-disciplinary actions regulation.

c. Training Requirement. Applicants for a technician position with an identified developmental training requirement will be informed in advance of selection for the position that failure to complete the required course(s) will be cause for removal from the position. Upon selection, the applicant will be required to submit a written statement indicating that he/she understands the requirement to satisfactorily complete the appropriate course(s) or be removed from the position.

d. Medical/Physical Requirement. Applicants must meet any medical standards or physical requirements designated for the position.

5-4. Qualifications Review Board (QRB)

a. The QRB will consist of three (3) members:

1. One (1) HRO Staffing representative.

2. Two (2) management representative, preferably not assigned to the work section from where the vacancy is being announced (i.e., a supervisor other than the nominating official), with technical expertise in the field relative to the position being filled.

b. Neither nominating nor selecting officials may participate in a QRB.

c. Persons appointed as members in a QRB will be informed that the processes and results are strictly confidential and that participants may be subject disciplinary action for revealing restricted information.

d. The QRB will narrow the pool of candidates by rating each applicant's level of qualification, experience, past performance ratings, awards and training (both job and non-job related), and education.

e. The top ten (10) candidates identified through the QRB evaluation process will be listed on a certificate in alphabetical order.

f. Applicants excluded from consideration using the procedures in this section will be notified that even though they met the basic eligibility requirements for the position that they did not rate high enough to be considered.

Chapter 6

Evaluating Candidates

6-1. Job Analysis

Prior to advertising, for recruit and fill, any NG T32 Excepted DS Technician or NG T5 Excepted Service employee positions, a completed formal job analysis and crediting plan are required. This mandatory personnel action is a systematic method for gathering information. It focuses on the position's work behaviors, tasks, and outcomes. The competencies (knowledge, skills, abilities, and behaviors) must be identified in the job analysis and serve as the foundation for the GUNG HR specialist's assessment strategy. The GUNG HR specialist must spend adequate time in the beginning of the process to perform a thorough assessment of the position's competencies, as defined by the job analysis, and clearly identify the competencies required to minimally qualify and fully qualify for the vacancy announcement.

6-2. Crediting Plan

This document provides an objective statement of the position's qualification requirements and criteria against which applicants are evaluated. For Title 5 positions, numeric values are applied in the crediting plan to rate the candidates' capabilities and competencies to successfully perform the position's described duties and responsibilities. The crediting plan is developed as a result of a job analysis that identified the position's knowledge, skills, abilities, and behaviors.

6-3. Job Advertisements/Announcements

a. For each NG T5 Excepted Service employee position that is advertised on USAJOBS for initial recruit and fill; or, for merit promotion, the job opportunity announcement must clearly define the Series' qualifications and numeric value groups used to assess each applicant based on the set of identified competencies directly related to the job.

1. The Human Resources specialist must use the "How You Will Be Evaluated" section of the job opportunity announcement to clearly communicate to applicants the numeric rating criteria, to include the numeric value groups and other qualifying factors, such as education, certifications, and specialized experience factors, that are applied to assess all applicants as either Highly-Qualified, Well-Qualified, or Qualified.

2. In addition, each *NG T5 Excepted Service position* advertised for initial recruit and fill, the job opportunity announcement must include the veteran preference categories and clearly state/define the type of required documentation needed for each identified preference category in the application. Veterans' preferences apply to permanent, term, and temporary positions for competitive processing. This does not apply for merit promotions.

3. Job advertisements or announcements used to solicit candidates are uploaded to USAJOBS as required when filling vacancies through competitive procedures.

4. Job advertisements/announcements must include:

- (a) Job advertisement/announcement number, opening, and closing dates.
- (b) Position title/series/grade (to include full performance level, if appropriate) organization and location.
- (c) Sufficient information for the applicant to understand the area of consideration.
- (d) A summary of the job duties.
- (e) A statement of the required qualification requirements or information on where the qualification requirements are printed.
- (f) Designation of any special requirements.
- (g) For ONLY T5 Excepted Service positions, the Veterans' Preference criteria and eligibility requirements are fully explained.
- (h) For ONLY T5 Excepted Service positions, clearly defined numeric value groups (at least two groups) used to assess each applicant based on the competencies directly related to the job.
- (i) EEO statement.
- (j) That the position being filled is one with known promotion potential, if applicable.
- (k) For ONLY T5 Excepted Service positions, Assessment Questionnaire with numeric values – determined by the position's job analysis results.
- (l) Instructions on how to apply or information on where the instructions are found.
- (m) Job advertisements/announcements are open for receipt of applications for minimum period of fifteen (15) calendar days, and a maximum period of thirty (30) calendar days.
- (n) Other factors to consider:
 - 1) Recruitment or Relocation Incentive
 - 2) PCS

3) Highest Previous Rate/Maximum Payable Rate

4) Superior Qualifications and Special Needs Appointment

6-4. Assessment

Prior to initiating hiring and promoting actions, competitive procedures through USAJOBS for NG T32 DS personnel and positions; NG T5 Excepted Service personnel and positions, the GUNG HR specialist must complete a formal job analysis and crediting plan to ensure the position's competencies are correctly assessed. The competencies (knowledge, skills, abilities, and behaviors) required by the position are identified in the job analysis and serve as the foundational criteria for the assessment strategy. The candidates' qualifications to the job are assessed by the GUNG HR Staffing specialist using the job-related criterion as established and defined in the job analysis and crediting plan.

6-5. Numeric Value Groups

a. ONLY for T5 Excepted Service positions, the position's multiple numeric groups, defined as at least two groups (see below), are established to assess each candidate against job-related criteria defined by the job analysis and crediting plan. Applicants who meet the basic qualification requirements, established for the position, are placed in a numeric group. The position's job analysis and credit plan's ranking factors are knowledge, skills, abilities, and behaviors that are expected to significantly enhance performance in a position; however, are not essential for satisfactory performance. Applicants who possess such competencies are ranked above those who do not; but, no one is rated ineligible solely for failure to possess all defined competencies.

1. **Highly-Qualified:** The numeric value rating normally ranges from 90-100 points. This higher numeric value group is applied for those candidates who possess the type and quality of experience that substantially exceeds the minimum qualifications of the position, including all selective placement factors and appropriate numeric ranking factor(s) as determined by the job analysis and crediting plan. To be Highly-Qualified, the candidates are considered, by the human resources specialist (staffing), as highly proficient and fully competent to effectively perform all the job requirements; and, can successfully perform in the position almost immediately, or with a minimum amount of training and/or orientation.

2. **Well-Qualified:** The numeric value group normally ranges from 80-89 points. This next lower numeric value group is used for those candidates that meet the minimum qualifications of the position and are proficient in most, but not all, of the requirements of the position. Candidates may require some training and/or orientation in order to satisfactorily perform the duties of the position.

3. **Qualified:** The numeric value group normally ranges from 70-79 points. This lowest group is used for those candidates who meet the minimum qualifications of the position and are proficient in some, but not all, of the position's requirements. Candidates will require extensive training and/or orientation in order to satisfactorily perform the position's

duties.

6-6. Competitive Procedures and Candidate Evaluations for NG T5 Excepted Service Positions

a. Assessed applicants are placed in the appropriate numeric value group and ranked according to preference eligibility and non-preference eligibility. Veterans' preference points, as prescribed, are added to each veteran applicant's final numeric value score. All qualified preference eligibles are placed ahead of non-preference eligibles. Qualified preference eligibles are listed in alphabetical order within each preference order (CPS, CP, XP, and TP). Qualified non-preference eligibles are listed in alphabetical order. The following are exceptions:

1. For scientific and professional positions at the GS Grade 09 or higher, qualified preference eligibles, with a compensable service-connected disability of 10% or more (CPS and CP), are placed ahead of non-preference eligibles within the same numeric category. Candidates within the preference groups are listed in alphabetical order.
2. For all other positions (series) and grade levels, qualified preference eligibles with a compensable service-connected disability of 10% or more (CPS and CP) are placed at the top of the highest numeric value category; and, placed ahead of non-preference eligibles also rated in the highest numeric value category. Candidates within the preference groups are listed in alphabetical order.

6-7. NG T32 or NG T5 Applicant Required to Submit Resume for Processing

Incomplete resumes are accepted; however, incomplete resumes are rated based on the available information to the extent a determination result is possible. All resumes received, accepted, and verified are stored in the USAJOBS database and merit case files. Receipt of applications is accepted by the Job Opportunity Announcement's closing date, via USAJOBS.

6-8. Applicants are Assessed Against Job-Related Criteria

As determined by the numeric values established in the position's job analysis and crediting plan, each candidate's numeric score is dependent on his or her applicability and relevance of qualifying competencies to the required work position. Methods of numeric evaluations are applied consistently and equitably to applicants and are based on job-related series' qualifications and competency criteria identified in the job analysis and crediting plan.

Chapter 7

Referral and Selection Procedures

7-1. Referral of Candidates

Once the applicants have been screened IAW Chapter 6, the HRO will certify to the Nominating Official up to seven qualified candidates.

7-2. State Equal Employment Manager Review

- a. Following the determination of basic eligibility as outlined in Chapter 6, the State Equal Employment Manager (SEEM) will conduct a review of the technician vacancy announcement for conformance with the Guam National Guard Affirmative Employment Plan.
- b. The SEEM review will also determine under-representation in the job grade concerned. This review compares the percentage a certain minority group represents in the Traditional Guardsman workforce versus the percentage that the minority group represents in the specific job grade within the civilian workforce for the vacancy being announced. When the percentage of representation in the civilian workforce is less than that of the Traditional workforce then the minority is considered under-represented.
- c. If under-representation is determined, the Referral and Selection Package will include a memorandum from the SEEM identifying which minorities are under-represented, and a recommendation that the Nominating Official consider qualified under-represented candidates, if one appears on the certificate. The minority status of applicants is based on information provided on. Nominating Officials should not interpret the SEEM recommendation as an endorsement of any particular applicant, or a requirement to select the under-represented applicant, nor does it assign preference to any particular individual; it is merely a human resources tool used to identify the potential for advancement of individuals who qualify as under-represented minorities in the workplace. The Nominating Official is still able to recommend selection or non-selection from the entire list of qualified candidates IAW Subchapter 7-3.
- d. When the SEEM identifies under-represented minorities, and the Nominating Official recommends a non-minority candidate for selection, the Nominating Official will include justification to the Selecting Official stating the specific reasons why the non-minority candidate was selected instead of the under-represented minority. Nominating Officials should refrain from recommending under-represented minority candidates for selection solely for the purpose of avoiding the documentation requirements which accompany the non-selection of a SEEM identified applicant. Selection of a minority candidate strictly because they are a minority is a violation of the Equal Employment Statute.

7-3. Action by the Nominating Official

- a. The Nominating Official may recommend selection or non-selection from among any of the applicants indicated on the certified Certificate of Eligibles (COE). If no selection is made when

there are two (2) or more certified candidates, a statement addressing the reason(s) each certified applicant was non-selected must be provided to HRO with the returned Certificate of Eligibles (COE).

b. The nomination will be based solely on merit factors and without discrimination for non-merit reasons such as race, color, political affiliation, religion, sex, national origin, marital status, membership or non-membership in an employee organization, age, or non-disqualifying physical handicap (except for military requirements for Dual-Status Technician employment).

7-4. Interviews

a. Interviews are recommended, but not required, when only Area 1 candidates are being considered for a position. However, whenever candidates are considered from Area 2 or 3 then interviews will be required as part of the selection process. When interviews are conducted, Nominating Officials shall conduct fair and impartial interviews of each eligible candidate listed on the Certificate of Eligibles. If personal interviews are not possible, telephone interviews may be conducted. If requested by the applicant, and if the circumstances allow, the Nominating Official will make every effort to grant a personal interview in lieu of a telephone interview.

b. Interviews will be documented on the *Candidate Interview Rating Form*. The Nominating Official conducting the interviews will collect all records associated with the interview process including any/all documents and data that interview panel members relied on to arrive at their rating of candidates. This includes hand-written notes. These records will become a part of the official record. Once a candidate has been identified for recommended selection, the Nominating Official will return all forms used during the interview process as well as the nomination package to the HRO.

c. The Nominating Official may conduct inquiries including previous employers or supervisors and/or references on the application form in order to provide reasonable assurance that there is no derogatory suitability information; or information that would mitigate against the selection. Relevant information obtained must be documented and will be transmitted to the HRO with the nomination package, indicating the name of nominee(s). Employment inquiries are not required when a candidate has returned from active duty within the last year, when he/she is selected from an Active Guard Reserve tour, when candidates are selected for temporary or limited appointments, or for currently employed technicians.

d. Persons appointed as interview panel members will be informed that the processes and results are strictly confidential and that participants may be subject to disciplinary action for revealing restricted information.

7-5. Candidate Recommendations

a. The Nominating Official will:

1. Make one or more recommendations to the Selecting Official; or may recommend non-selection (with justification).

2. Indicate Military Unit of Assignment. The recommended applicant must be able to meet the military assignment criteria of the vacancy announcement (T32 only).

3. Indicate MOS/AFSC; TOE/TDA position, paragraph and line number / MPCNs (T32 only).

4. Submit SF-52B for selection of applicant, indicating grade level when positions are announced at multiple grade levels (e.g., WG-05/08/10).

5. Submit copies of entire Interview Panel Record, including Interview Panel Member notes, and any employment inquiries obtained by the supervisor to HRO.

6. Sign Certificate of Eligibles and forward the Nomination Package to the HRO Staffing Representative no later than the established suspense date indicated on the referral and selection register. Nominating Officials requiring additional time should request an extension in writing to the HRO Staffing Specialist prior to the suspense date. Air Nominating Officials will first forward the selection package to the Base Comptroller for fund certification.

7. If the Nominating Official recommends an applicant other than the SEEM identified candidate, then justification for non-selection will be made a part of the Nomination Package.

b. Applicant(s) recommended for selection will meet military assignment requirements prior to, or simultaneous with, the placement action, if applicable. Duty assignment to the proper military grade, MOS/ AFSC and appropriate military unit as stated on the Technician Vacancy Announcement will satisfy the compatibility requirements. If the applicant selected requires reassignment/ transfer/ MOS/ AFSC/ change to meet compatibility requirements, necessary action will be submitted on a letter of request. If no military personnel action is required to comply with compatibility criteria, the military assignment will be entered on the SF 52, part D.

c. If the Nominating Official recommends non-selection from the list of certified candidates, a statement addressing the reason(s) each certified candidate was non-selected must be provided to the HRO along with the returned Certificate of Eligibles. When non-selection is arrived at after a QRB was convened, the HRO will notify the appropriate Labor Organization President of the non-selection, discuss the justifications for non-selection, and consider the Union's input. The position may be re-announced or left vacant. If there were more than seven (7) candidates that applied, the Nominating Official can request that the remaining candidate's applications be forwarded to him/her for consideration IAW paragraph below.

d. If the HRO approves the Nominating Official's request for consideration of remaining candidates, the Nominating Official will consider the remaining candidates listed on the Certificate of Eligibles. Once again, the Nominating Official may select or non-select from the remaining candidates. If the Nominating Official is still unable to make a recommendation from the remaining list of candidates then a statement addressing the reason(s) each certified candidate was non-selected must be provided to the HRO on the returned Certificate of Eligibles. Once

again, the position may be re-announced or left vacant. The HRO will notify the appropriate Labor Organization President of the non-selection, discuss the justifications, and consider the Union's input.

7-6. Action by the HRO

a. Upon receiving the recommendation from the Nominating Official, the HRO will review the packet to ensure that all required items are present. The packet is then forwarded to the J1 for review prior to being sent to the Selecting Official for concurrence or non-concurrence. If the Selecting Official concurs with the nominated candidate, the HRO will then:

1. Notify the Nominating Official of approval and coordinate an effective date of hire.
2. Coordinate with the Occupational Health and Safety Nurse (Army) or HRO Remote Designee (Air) to arrange for pre-employment medical screening or full medical examination, if applicable. Even though the applicant may have a current acceptable military medical examination on file, the series of the position determines the requirement for medical screening or full medical evaluation. The applicant's new position may require a placement screening. Placement screening evaluation is important in establishing baseline data for future reference, i.e., any existing loss of hearing, and will help in protecting technicians from further hazard exposure if a pre-existing condition exists.
3. Notify those candidates not selected.
4. Arrange for a release date (if applicable).
5. Coordinate Permanent Change of Station (PCS), if applicable. When a candidate is selected where a PCS is involved, the HRO Personnel Staffing Specialist will contact the individual for PCS information and orders. The selected candidate will receive an orientation briefing on PCS entitlements.
6. Prepare a Placement/Promotion file (See Chapter 8).

b. After selection for Placement/Promotion, a technician should be released promptly from his/her present position. Release will typically be within two (2) weeks after selection, or on the start of the next pay period.

7-7. Records

Complete job placement records will be maintained by the HRO to:

1. Provide a clear record of the action taken.
2. Evaluate the Merit Placement Program.

3. Provide proof that merit placement actions are being made on a fair and equitable basis IAW this program.

Chapter 8

Placement and Promotion Records

8-1. Records Required

Sufficient records are required to allow reconstruction of the placement action. As a minimum, the following information and forms will be retained:

1. Copy of the Technician Vacancy Announcement.
2. List of all applicant names
3. Copies of all candidate applications.
4. Supervisory appraisal of each candidate.
5. Forms used in the evaluation and rating process.
6. Referral and Selection certificate signed by the Nominating Official.
7. Record of the “Stopper List” having been cleared (for Competitive positions).

8-2. Duration

Records will be maintained for a minimum of two (2) years. If a grievance is pending, records will be maintained until resolution.

8-3. Privacy Protection

Information relating to individual placement actions or to the candidate will not be discussed with or shown to unauthorized individuals. Supervisors and personnel specialists participating in Merit Placement Actions will not disclose the details of their work to unauthorized persons.

Chapter 9

Grievances and Complaints

9-1. General

a. An employee who believes that proper procedures were not followed in a particular placement action for which they were an applicant may present a grievance under applicable grievance procedures as outline in the current Labor Management Agreement (LMA).

b. The mere act of not being selected from a properly certified register involving bargaining unit members is not enough grounds for a grievance.

c. The following information shall be made available to an applicant and/or Union representative upon request:

(1) Whether the employee was considered for placement and was eligible on the basis of the minimum qualification requirements for the position.

(2) Whether the employee was one of those in the group from which the selection was made.

(3). The name of the person selected for the vacancy.

(4) Guidance from the selecting official on areas of improvement to focus on in order to increase promotion potential.

d. Candidates for vacancies may file a grievance IAW Article 12. Only on-board employees may use the grievance procedure. A grievance may only be filed when the complainant alleges that an administrative or procedural error, whether intentional or not, was committed, or that a rule, law, and/or regulation was violated during the course of the Merit Placement action, including Prohibited Personnel Practices and Equal Employment Opportunity violations, that may have denied the applicant an opportunity to be fully considered for the advertised position. If the employee files a grievance, the Union shall be permitted to review the entire selection packet to determine whether a violation may exist and will notify the employee as to whether a complaint may be pursued. Processes and results are strictly confidential, and the Union may be held liable for revealing restricted information.

e. An employee may not file both a formal grievance and an EEO complaint at the same time for the same issue

9-2. Discrimination Complaints

Allegations of discrimination because of race, color, religion, sex, age, handicapping condition, or national origin made during any phase of the selection process will be considered under the Guam National Guard Equal Employment Opportunity Program, or other applicable procedures.

9-3. Other

Other complaints or inquires including those made by non-technician candidates should be directed to the HRO. All such inquiries will be considered and every effort made to resolve such complaints.

Appendix A

Required Publications

National Guard Bureau TPR 300-335

Title 5 CFR Parts 300 and 335

Title 5 USC Section 2301

Title 32 USC Section 709

Labor Management Agreement between the Adjutant General of Guam and the Laborers
International Union of North America

Guam National Guard Interview Guide for Technician Vacancies (Appendix B)

Prescribed Forms

Merit Placement Program Evaluation of Performance

Rating Worksheet

Candidate Interview Rating

Race and Ethnicity Identification

Placement Action Complaint

Military Training and Experience

OF 612 Optional Application for Federal Employment

OF 306 Declaration for Federal Employment

SF-50 Notification of Personnel Action

SF-52 Request for Personnel Action

Appendix B

Guam National Guard Interview Guide for Technician Vacancies

- a. This guide will be used for interviewing candidates for technician vacancies within the Guam National Guard. Nominating Officials who convene interview boards, and others selected to participate in the interview process, should remember that the interview process is a two way communication forum. Not only do interviewers obtain quality information about an individual candidate's qualifications, but candidates can also obtain valuable information from the interviewers regarding the technician position itself, and what employment will be like in the Guam National Guard.
- b. The interview is but one part of the overall evaluation of a prospective candidate's job application packet for technician employment. Nominating officials are cautioned to not rely solely on one part of the candidate's application packet over another; rather they should consider the candidate as a whole.
- c. Interviews are a three step process. Each part of the process is crucial to a successful interview. Once a decision has been made to conduct interviews, Nominating Officials must ensure that the following steps are strictly adhered to:

1. Select Interview Panel Members

Typically, a technician Interview Panel consists of at least three individuals:

- a. The Nominating Official (at a minimum).
- b. A Subject Matter Expert.
- c. Ad Hoc Member (i.e., another Management official or Union representative).

Note: Persons are not allowed to serve as interview board members for positions to which a relative is a candidate.

Panel members will be reminded that the content and results of the panel, and any information they learn as a result of their membership on the board, will be kept strictly confidential, and that discussion or disclosure to anyone outside of the interview process may result in disciplinary action.

2. Initial Contact

Contact each candidate and introduce yourself as the Nominating Official. Inform them that they have been certified as meeting the basic eligibility requirements for the technician vacancy, and that you will be conducting interviews of all qualified candidates. As a result, you would like to schedule an interview at a time and date that's convenient to both you and the applicant.

Telephone interviews are an option, but only if a personal interview will present the candidate with a hardship. Nominating Officials cannot choose telephone interviews as a matter of their own convenience.

Ask the candidate if they have a copy of the vacancy announcement for the position they have applied for. If they don't have one, offer to have one available for their review during the interview. Also, notify the candidate that they are encouraged to bring any reference material they feel will help them during the interview.

3. Interview

Interviews should afford no one candidate an advantage over another. When properly conducted, they can be an effective means of evaluating a candidate's understanding of the job elements, their motivation to complete any necessary training, their interpersonal communication skills, and other merit and performance factors directly related to the vacant position. The interview also provides candidates with an opportunity to gain detailed information regarding the position they have applied for, which will allow them to make informed career decisions.

Interviews can be very demanding on individuals. The closeness of the setting, and the potential impact that their performance may have on their careers are factors that can rattle even the most confident applicant. Every effort should be made to make candidates comfortable.

Documentation: *Candidate Interview Rating* will be used to conduct applicant interviews. The form serves as the official record of the candidate's interview. The Nominating Official will generate a set of standard identical questions that will be asked of each candidate. These questions will be included in Form 335-7. Each member of the interview board will complete a separate 335-7 for each candidate interviewed. Interviews should be conducted as private closed-door sessions in fairly spacious and well-lit rooms.

Note Taking: Advise candidates that panel members will be taking notes throughout the interview. Inform the candidate that they may also take notes during the interview if they feel it will help them better answer the questions asked.

Note taking should not be distracting to the candidate. Avoid lengthy notes and make sure you listen attentively. If possible, wait until the interviewee is finished speaking before annotating his/her answer or comments. However, make sure your notes are thorough since your notes may be relied upon to justify the selection or non-selection of a particular candidate.

Interview Questions:

- i. All questions must be job related.

- ii. Each candidate must be asked the same set of questions.
- iii. Candidates should be informed that they can request to skip a question and choose to answer at a later time during the interview. Candidates who initially skip a question and answer correctly at a later time during the interview will not be penalized in regards to the overall interview rating.
- iv. The following questions are prohibited:
 - Questions related to personal matters such as family status (i.e., how many children do you have?), marriage status (i.e., are you divorced?), religion (i.e., are you Catholic?), politics (i.e., do you vote?), or any other aspect of personal life (i.e., do you drink?).
 - Questions related to the person's race, color, sex, national origin, birthplace, age, or disability¹.

Dos and Don'ts:

- i. **Don't** do all the talking. **Do** allow the candidate to participate. You have to stick to the questions, and you certainly want to share with the candidate information about the position and their role in the organization, but make sure you encourage the applicants to express their views. Although you must ask each candidate the same questions, don't forget that there is room to expand on the subject matter once a question is asked, especially if the candidate feels inclined to elaborate. Remember, this is the best opportunity for you to evaluate the applicant.
- ii. **Don't** anticipate or interrupt candidates when they're speaking or answering a question. **Do** allow candidates as much time as possible to answer your questions. Remember that an interview can be a very stressful experience for some and that even though they know the answer, they may draw a blank strictly because they are being interviewed.
- iii. **Don't** ask vague or closed-ended questions that will result in yes or no answers. **Do** ask questions that will naturally encourage applicants to elaborate on their answer.
- iv. **Don't** ask unrealistic questions, or questions that are impossible to answer. **Do** ask questions that are related to the position, and that the candidate should know.
- v. **Don't** be adversarial or antagonistic. An interview should not be a test, an inquisition, or a cross-examination. **Do** ask clear, straightforward, and direct

¹ There are some exceptions to questions related to age and disability. In the case of a Title 32 Dual Status Military Technician position, interviewers are allowed to inquire about age and disability only as it pertains to the military qualifications of the positions equivalent military assignment.

questions. If you are abrupt or challenging, the candidate may withdraw or become defensive.

Closing the Interview

Properly closing the interview is very important. Review what took place; offer the candidate the opportunity to ask any final questions and to go back and provide any skipped or missing information; make sure the candidate leaves with a clear understanding of what the job entails. Thank the applicant and provide them with both your contact information, and the contact information for the HRO. You should also summarize what's the next step of the process, and when they can expect a decision to be made.

Glossary

Section I

Abbreviations

AFSC

Air Force Specialty Code

CFR

Code of Federal Regulations

DoD

Department of Defense

DS

Dual Status Title 32 Excepted Service Military Technician

EEO

Equal Employment Opportunity

HR

Human Resources

HRO

Human Resources Office

IAW

In accordance with

GUANG

Guam Air National Guard

GUARNG

Guam Army National Guard

GUNG

Guam National Guard

MOS

Military Occupational Specialty

NGB

National Guard Bureau

OPF

Official Personnel Folder

OPM

Office of Personnel Management

PCS

Permanent change of station

PD

Position Description

QRB

Qualifications Review Board

RIF

Reduction-in-force

SEEM

State Equal Employment Manager

SOD

Statement of Difference

T5

Title 5 United States Code (Competitive or Excepted Service)

T32

Title 32 United States Code DS Technicians

TAG

The Adjutant General

TDY

Temporary Duty

TPR

Technician Personnel Regulation

TVA

Technician Vacancy Announcement

USC

United States Code

USERRA

Uniform Services Employment and Reemployment Rights Act

Section II

Terms

Definitions

Area of Consideration

The area of consideration for the job announcement defines the potential pool of applicants being considered to fill the vacancy. For example, the AOC may require applicants to be a permanent technician employed by the Guam National Guard or an individual qualified to become a military member of the Guam National Guard.

Best Qualified Candidate

An applicant whose overall qualifications establish him/her as the most suitable choice for the technician position being filled.

Competitive Service

All positions covered by 5 USC Section 2102.

Direct Hire Authority

The authority to temporarily or indefinitely appoint individuals without competition.

Dual-status Service

Position which, by statute, are excluded from the competitive service.

Key Staff Position

Position identified as critical to the operation of the Guam National Guard and therefore exempt from competitive procedures.

Knowledge, Skills, Abilities and Behaviors (KSABs)

The competency attributes and other elements (i.e., professional certification) required for successful performance in a job that are generally demonstrated through qualifying experience, education, and training. Knowledge is a body of information applied directly to the performance of a function. Skill is an observable competence to perform a learned psychomotor act. Ability is competence to perform an observable behavior; and, a behavior results in an observable product.

Management-Directed Reassignment

Reassignment of a technician from their current position to a new position within the Guam National Guard, at the same grade and pay, and which has no potential for promotion under the cover pay system.

Merit Placement Plan

A regulation established to guarantee that applicants selected for placement within the Guam National Guard Technician Program are the best overall candidates for vacant positions. The

regulation also ensures that selection procedures provide equal opportunity for advancement of all qualified employees.

Military Technician

An employee in the Excepted Service who is required to maintain military membership in the National Guard and a compatible military position.

Nominating Official

An individual having authority to refer to the Adjutant General a recommendation to appoint, hire, promote, reassign, reinstate, or change to lower grade an individual in a position under his/her area of supervision, or a candidate for a position under his/her area of supervision.

Non-Dual Status Technician

An employee in the Competitive Service who is not required to maintain military membership in the National Guard as a condition of their technician employment. These employees serve under 32 USC Section 709(c).

Position Description

Document which outlines an employee's specific duties as they relate to his/her technician position.

Reemployment Priority List

List of technicians who have been involuntarily reassigned due to RIF or reclassification, and as a result qualify for non-competitive placement.

Referral and Selection Certificate

A list containing the names of the "best qualified candidates" given to the Nominating Official for consideration.

Selecting Official

The Adjutant General, State of Guam, IAW 32 USC Section 709(d), as the sole individual having authority over technicians to appoint, hire, promote, reassign, reinstate, or change to lower grade; is designated the Selecting Official.

State Upward Mobility Plan

A state plan that establishes local goals and objectives, guidance, and implementation procedures.

Technician Vacancy Announcement

Format used to announce positions available for placement within the Guam National Guard.

Upward Mobility

A systematic management effort emphasizing development and implementation of specific career opportunities for technicians in positions below GS-09 (or wage grade equivalent) which do not enable the technician to realize his or her full work potential. Training and developmental

efforts primarily aimed at improving current occupational performance are not considered upward mobility.