



MICHIGAN NATIONAL GUARD
HUMAN RESOURCE OFFICE
TECHNICIAN POLICY LETTER



NUMBER 12-03

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**MICHIGAN NATIONAL GUARD TECHNICIAN
SELECTION BOARD PROCEDURES**

- 1. References**. Technician Personnel Regulation (TPR) 300, Technician Employment dated 5 November 1979, State Technician Merit Placement Regulation JFHQ 690-335 dated 1 August 2009. This policy supersedes Technician Policy Letter (TPL) 07-1 dated 8 June 2007 and supplements the State Technician Merit Placement Regulation.
- 2. Purpose** Provide supplemental guidance to be used in conjunction with the State Technician Merit Placement Regulation for commanders/officials concerning the establishment, composition, and conduct of Michigan National Guard Technician Selection Boards.
- 3. Applicability**. The guidelines outlined in this policy apply to both Michigan Air and Army National Guard.
- 4. Proponent and Exception Authority**. Joint Force Headquarters, J1, Director of Human Resources. The proponent has authority to approve exceptions when they are consistent with controlling laws and regulation
- 5. Suggested Improvements**. Users are invited to send comments and suggestions to Joint Forces Headquarters, Director of Human Resources, 3423 N. Martin Luther King Blvd., Lansing, MI 48906
- 6. Composition** A Michigan National Guard Technician Selection Board will consist of, at a minimum, three individuals, (one of which may be the selecting official). Selection board members will be designated by the selecting official and meet the following criteria:

 - a. Members will conduct a board that is fair and impartial. It is highly recommended that at least one member of the selection board be equal to or higher than the grade of the position being hired when possible (i.e. GS-11 and above for an advertised GS-11 position).
 - b. In order to properly evaluate the level of candidate's qualifications, selection board members must have a working knowledge and be familiar with the duties and responsibilities of the position being filled.
 - c. Selection board members should be volunteers and it is recommended that at least one should be a member of the board where the vacancy exists. Board members should be part of the full-time workforce and occupy positions which are not considered temporary in nature (i.e. contract employees).

- d. All board members must review and validate receipt of selection board procedures in this policy (enclosure 3) before serving on a technician selection board.

7. Conducting the interviews and selection: Selection boards will conduct technician hiring interviews and selection in accordance with the following:

- a. All candidates certified to the selecting official must be given the opportunity for an interview before a selection is made. For candidates outside the commuting area or unavailable for a personal appearance interview, interviews may be conducted over the phone. If an applicant cannot be contacted, then the selecting official must document his/her attempts to contact the candidate for the interview. Applicants who were not available for an interview (after attempting to contact the individual for 7 calendar days in accordance with the State Merit Placement Regulation), will not receive retroactive consideration. Exception: For individuals mobilized in support of contingency operations, the interview will be waived if the mobilized candidate cannot be contacted, and they will still be considered for the position, based on their application only.
 - b. **Only job related interview questions, developed from the job announcement, position description, knowledge, skills and abilities (KSAs), may be asked.** All candidates must be asked the same questions, in the same order, and by the same person. Follow on questions may be asked for clarification. For managerial, supervisory or leader positions, you may also include questions that help you determine what sort of leadership or operating style the applicant will bring to the work place.
 - c. The board will recommend a selection to the selecting official based on a combination of factors to include qualifications and the interview process. Board members will provide a consolidated order of merit list (OML) to the selecting official. Selecting official is the only person authorized to make the final selection based upon the order of merit list (OML).
 - d. Locally developed decision-making tools such as a matrix, may be used to assist selection boards with validation of the OML. If used, these locally developed tools should be included in the selection package when forwarded for approval.
 - e. Selections or requests for further areas of consideration (if applicable) must take place within 30 calendar days from the issuance of each certificate of eligibles unless a justified written request is approved by the Human Resource Office.
- 8. Selection justification and order of merit list (OML)** The selection board will prepare the OML for the selecting official's signature. The selection board will record the ranking of eligible candidates, based on the board proceedings, and will place no more than the top three ranking candidates on the OML. For advertisements with multiple positions being filled, an OML may be submitted for each position being filled. The selecting official will use the order of merit ranking to determine who will be offered the position in the listed ranking order (i.e. 1, 2, 3). Selection board members must also provide a written justification for each candidate listed on the OML which includes the following:

- a. Specific reason the selectee was chosen over the other qualified candidates.
- b. Any special knowledge the selectee brings to the position.
- c. Job knowledge the selectee possesses demonstrated on resume or gained through the interview process.
- d. Why the selected individual would be a good fit for the job.

9. Selection package closeout Upon completion of the proceedings:

- a. The technician selection justification and order of merit list (OML) will be prepared using the sample in Enclosure 4.
- b. Selecting officials must route and submit the following to the State Human Resource Office (through their chain of command):
 1. Signed Selection Certificate
 2. Selection memorandum and Order of Merit List (OML)
 3. Locally developed decision-making tool (i.e. matrix), if used
 4. Signed statements of agreement for each board member
 5. Standard Form (SF) 52 for each technician selectee


All of the above must be routed through all appropriate levels and scanned and emailed to:

Human Resource Office
Attention: Staffing
NGMIHROASSETS@ng.army.mil

- c. The Adjutant General's designated representatives are the Assistant Adjutant General for Army, the Assistant Adjutant General for Air, the Human Resource Officer (HRO) or their designated representatives. The Adjutant General's designated representatives will approve or disapprove all selections.
- d. Public announcement or individual disclosure of the selection will not be made prior to the final approval of the board recommendation through HRO-TM. HRO will notify selecting officials of the selection approval and will notify all non-selectees upon selectee's acceptance of the position.

10. Questions pertaining to Michigan National Guard Technician policy may be addressed to the Human Resource Staffing branch at (517) 481-7686.

FOR THE ADJUTANT GENERAL


TIMOTHY HOUCHELI
COL, GS, MIARNG
Director of Human Resources

ENCLOSURE 1
SELECTION BOARD INSTRUCTIONS AND CONDUCT

1. The purpose of selection boards is to obtain quality information about the candidates being interviewed using a variety of perspectives provided by a selection board. The following provisions will apply to selection board members:
 - a. Selecting officials will be responsible for the selection of board members and are highly encouraged to participate as part of the selection board.
 - b. Selecting official will brief all ground rules to board members prior to interviews.
 - c. Confidentiality of board discussions is a must. Each board member must read the Michigan National Guard Technician Selection Board Procedures policy and sign the "Statement of Agreement" (Enclosure 3) prior to conducting the selection board. Signed statements of agreement for each board member will be forwarded and maintained with the selection package.
 - d. Interview questions (preferably open-ended) will be the same for each applicant.
 - e. It is highly recommended that all board members be above or at least equal to the grade of the position being hired.
 - f. Selecting official will consider candidates in the rank order listed on the OML.
 - g. All board discussions will only be used as a source of advisory or technical information.
 - h. Board members will provide recommendations to the selecting official, based on the order of merit list (OML).
 - i. Selecting official is the only person authorized to make final selection based upon the order of merit list (OML).
2. The selection board interview is an exchange of information, providing the opportunity to evaluate the candidate's motivation, level of interest, experience and potentials, and oral communication skills. Of equal importance, the candidate has the opportunity to obtain information he or she needs to make a decision regarding a career in the National Guard.
3. Your approach and behavior forms the basis for the applicant's initial impression of the National Guard. The success of the interview process depends upon your skill in obtaining complete responses, interpreting what has been said, and clearly reporting findings. You must review this information prior to each selection board interview. With proper utilization, it can help ensure a sound process and fair treatment to all who seek employment. As a board member, your evaluation depends largely on what the candidate is willing to tell you. A well-planned, well-organized interview helps you create an environment for open communication. You are better able to disseminate work-related information and upgrade the quality and quantity of information you obtain from the candidate.

4. The whole process is influenced by your mental outlook, intuition, biases, and your ideas of what a “good” employee should be. “Gut reactions” are neither valid nor supportable indicators for making selection decisions; therefore, do not let preconceived notions of “what a good employee should be” interfere with your ability to gain and give information to the candidate.

ENCLOSURE 2
GUIDE TO A SUCCESSFUL INTERVIEW

1. **Techniques:** The primary interview goal is to obtain quality information about the candidates and to create an atmosphere which will encourage the candidate to speak freely about his or her experiences and future plans.
 - a. Selection boards will consist of, at a minimum, three individuals with a working knowledge of the position being filled. This process provides for a good cross-section of people at the worker level who could possibly end up working with this person.
 - b. Selection boards develop interview questions for each specific position advertised which are reviewed by the selecting official prior to the interview. Each interviewer rates the prospective candidates on the scale decided upon by the board, utilizing the interview score sheet. Once all candidates are interviewed and rated by each interviewer, the board collectively evaluates the candidates and forwards the compiled list to the selecting official.
 - c. After the selection board has completed this process, the selecting official reviews the board inputs and makes a selection in the rank order listed on the OML (i.e. 1, 2, 3).

2. **Process:**
 - a. **Note-taking.** You should advise the candidate at the beginning of the interview that you will be taking notes. Avoid taking lengthy notes during the interview, since the candidate might think you are not listening and may stop talking. The candidate may also become suspicious of what you are writing and become evasive. However it is important to document the interview thoroughly as the information may be required to provide a basis for the non-selection.
 - b. **Standard questions.** Questions should be designed to solicit information to assist you in evaluating the candidate. All questions must be job related. It is also very important that the candidate is fully aware of the National Guard policies and membership requirements. You should talk about the impact of National Guard requirements for travel, mobility, training, or shift work so they can make informed decisions concerning their careers. Do not ask a candidate personal questions about family, marriage, religion, politics, or his or her personal life.
 - c. **Don't do all the talking.** Certainly you want to impart information about the job, but you don't need to tell the candidate all of your opinions and experiences. You need to gather facts and information about the candidate as well as to tell him or her about the job.

d. **Closing the interview.** The final step in the interview process is closing. You should summarize the interview with the candidate and supply any missing information. It is important that the candidates understand what kind of job he or she is being considered for and what kind of environment he or she may be working in. It is extremely important that candidates be given a final opportunity to ask questions at this time. You should close the interview by thanking the candidate, giving the candidate your phone number and summarizing what will happen next by providing an approximate time frame in which a decision will be made. Once the board has made a selection and forwards the package to the HRO, approximately two weeks processing time should be expected before public announcement of the selection.

3. **Preparation for the interview** Employment interviews are used to supplement material contained in employment candidates' resumes. Since the qualification requirements have already been determined IAW the State Merit Placement Regulation, the interview is to refine the evaluation process for each candidate in order to select the best person for the position being filled. Since this is a major step in determining who will be selected for the vacant position, it is important that it be well developed and well documented. Using any available criteria, officials should develop a list of standard, job-related questions to be asked of all candidates. Good interview questions meet the following minimum criteria:

- Questions are job-related, and appropriate for the grade levels of the position being filled.
- Questions concern the relevant experience and/or training of the candidate.
- Questions do not lead the candidate to an answer.
- Questions do not have obvious responses.

4. **Conducting the employment interview**

- a. Upon beginning each interview, the board leader (normally the selecting official) should introduce the interviewee to the board. The candidate being interviewed should be made to feel as comfortable as possible; he or she should be told something about each board member, how many people are being interviewed, and so forth...
- b. The board leader should ask if the interviewee has any objections to any board member's presence or participation, and should tell the candidate to ask for clarification of a question if he or she doesn't understand it. Any objections to board members must be fully explained and justified before changes are made to the board composition. The official should also indicate that board members may be taking notes during the interview.
- c. Each person interviewed will be asked the same questions as all other candidates, and in the same order. All should be allotted the same timeframe for the interview. This will vary somewhat, for some people just naturally talk more than others.
- d. Members should make sure that each candidate understands every question. Follow-on questions may be asked, if they are necessary to obtain a complete and meaningful response to a core question. Listen well as each applicant

speaks, and let each fully develop his or her response to all questions. Pay attention for information relevant to the topic being discussed. Listen as well for what is not being said; failure to provide the particular information requested may mean that the candidate does not understand or doesn't know the answer to the question.

- e. When the questioning is complete, the candidate should be provided with an opportunity to ask questions about the position and the organization, if appropriate. In addition to your gaining information upon which you, the official, will base a decision, you should also use the interview to provide the candidate with the information he or she also need to make a similar decision. Give the person an idea of what the fixed requirements of the job are. Describe the main activities of the position, and describe the working conditions. It may be wise to advise all candidates of any undesirable conditions in advance, such as fumes, frequent TDYs, night work, etc... Don't scare the person by emphasizing negative aspects of the job, though. Also avoid making or implying promises or actions that can't or may not be able to be kept, such as regarding advancement opportunities, raises, etc...
 - f. Before making any decisions based upon interview results, compare the interview documentation with the applicant's resume or application. Again, evaluate his or her skills, not just the knowledge and/or experience in your field. Such experience can be much overrated. It may not be necessary and can always be acquired, whereas skills are essential and transferable.
 - g. Remember, since the selection interview is part of the selection process, it must be job-related. Additionally, there must be a clear "audit trail" of why one candidate was selected over another. As officials, you must understand both the important role that the interview has in the overall selection process, and the necessity for accurate documentation of every part of that process, including the interview.
 - h. The results of every interview should be well documented. An interview work sheet will be invaluable for that purpose. It is critical that each candidate's name and the type of position for which interviewed be recorded on the applicable form. The records of the interview should be retained by the selecting official for at least two years following the date of the selection.
5. **Tips on asking questions** The purpose of the interview must be clear. Questions should be asked to elicit job-related information which helps determine whether an applicant possesses the necessary knowledge, skills, and abilities to perform the duties of the position. The following questions do not elicit such information. Some of these questions are obviously inappropriate. Questions that could lead to consideration of non-job related information should be avoided.

Don't Ask:

Sex/Marital Status

Are you married, engaged, single, divorced?
How many children do you have and who will watch them while you're at work?
Are you supplementing your household income?
What does your spouse do?
Will your spouse mind if you travel?

Race/National Origin

How do you feel about working for a official of another race?
What are your feelings about black militancy?
Did you ever receive public assistance?
Where were you born?
That's an unusual name, what nationality are you?

Religion

What church do you attend?
Are you active in any church groups?
What religious holidays do you observe?

Age

How old are you?
Do you think you'll get along with the young people in this office?
How would you feel working for a official younger than you?
Do you think you have the necessary maturity for this job?

Miscellaneous

How will you get to work?
Do you have a car?
What do you think about the Republicans?

ENCLOSURE 3
STATEMENT OF AGREEMENT

I hereby agree to participate as a voluntary member of a technician selection board for the purpose of making employment recommendations to selecting officials.

I am familiar with the merit vacancy principles incorporated in the State Merit Placement Plan and Collective Bargaining Agreements and I agree to abide by those principles.

I am familiar with the principles of equal opportunity in employment set out by policy letter of the Adjutant General, and I agree to be guided in all my activities by those principles.

I agree to act in all matters with fairness and impartiality.

I agree to maintain absolutely confidential, all matters about which I may gain information or access, in connection with my activities as a volunteer, including but not limited to names, numbers or qualifications of candidates for any position vacancy.

I agree to make no attribution with respect to the activities of any board on which I may participate, or any opinions expressed by members of such a board, including opinions of my own.

I agree to participate to the best of my ability, and I will at all times act in good faith and in furtherance of the best of the Michigan National Guard.

MEMBER , DATE

SELECTING OFFICIAL, DATE

ENCLOSURE 4
SAMPLE OF TECHNICIAN SELECTION MEMORANDUM AND ORDER OF MERIT
(OML)

MEMORANDUM FOR HRO-TM

SUBJECT: Michigan National Guard Technician Selection Justification and Order of Merit List (OML)

1. A Technician Selection Board convened on (date) to consider applicants for the position of **Advertisement Number, position title, grade**. The following individuals were detailed as the selection board:

<u>Last Name, First Name</u>	<u>Technician Grade</u>	<u>Gender/Race</u>	<u>Position</u>
Charge, Ima N.	GS-12	WF	Selecting Official
Toledo, Holy D.	GS-11	WM	Member
Gosh, Ohm I.	GS-11	WM	Member

2. The following is a list of selectees for the position, in order of merit:

****Selectees must be chosen in the rank order listed on the OML****

<u>Last Name, First Name</u>	<u>Order of Merit</u>
Doe, John	One
Smith, Jane	Two
Snuff, Joseph	Three

3. Selection is based on the following: **(Provide selection justification for each selectee listed on the OML).**

4. Interview and selection results are included on the attached selection certificate. Any questions may be directed to the undersigned at **(###) ###-####**.

IMA N. CHARGE
Selecting Official