Centralized Selection Process Guide

23 July 2021

Version 1

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PURPOSE AND OVERVIEW

Purpose: This guide is intended to outline the roles and responsibilities of AFMC Center Executive Directors (CA), AFMC/A1 Personnel, Manpower & Services Directorate, Center Directorates of Personnel (DPs), Center Functional Subject Matter Experts (SMEs), Human Resource Liaisons (HRLs) and Supervisors in AFMC's Centralized Selection and Hiring Process for developmental positions. Each Center will be responsible for developing their own instruction(s) for use by their individual Centralized Selection Cell (CSC) which supplements this Guide. Center guides will elaborate on certain responsibilities and processes and will provide comprehensive details of every Center's particular situation(s) and specification(s).

Overview: AFMC must hire the right people for the right job. The CSC will recruit from a diverse talent pool and employ a centralized hiring process for all developmental positions. This hiring process will help reduce the potential impact of any hiring bias and allow us to hire into critical positions faster. The CSC will accomplish this by reallocating recruitment and hiring efforts away from the first-line supervisor to a more centralized method as the respective Center DP determines. The CSC will hire through available non-competitive hiring authorities to promptly appoint candidates into developmental positions within AFMC.

Positions covered: The CSC covers all developmental positions for which organizations have non-competitive hiring authorities across AFMC. These positions will include those covered by non-competitive hiring authorities; non-GS positions such as Federal Wage System (WG) and DCIPS (GG); positions within a broadband pay scale, such as AcqDemo and AFRL's Broadband-1. Exceptions to the positions covered must be approved by AFMC/A1.

Positions not covered: Central Salary Account (CSA) funded Premier College Intern Program (PCIPs), Pathways, Palace Acquire (PAQs), Copper Caps, and Summer Hires; while these positions may potentially be CSC-eligible, they are not required to be hired through the CSC.

RESPONSIBILITIES

This section is meant to provide overarching procedures which may be tailored to best suit each Center's purposes within the general guidelines. While the below is provided as AFMC's framework concerning the roles and responsibilities of each stakeholder in the CSC process, Center DPs may expound upon these roles in their implementation plans.

Center CAs

Center CAs will:

- Provide AFMC/CC with quarterly CSC metrics as monitored by the Center DPs;
- Have oversight of Center CSC and execute program through Center DPs;
- Foster a diverse workplace where everyone has an opportunity to succeed.

AFMC/A1K

AFMC/A1K will:

- Oversee the AFMC CSC framework for implementation by Center CAs and Center DPs
- Collect and analyze monthly CSC metrics
- Serve as the CSC for the following functional organizations across the command:
  - Force Support
  - Security
  - Inspector General
  - History & Museum
  - Legal
  - Operations
  - Public Affairs

Center DPs

Center DPs will:

- Establish and manage CSC for Center
- Develop Center CSC implementation guidance with roles and responsibilities of respective Center stakeholders
- Establish resume repositories and coordinate job announcements, as requested;
- Provide monthly metrics to AFMC, including but not limited to:
  - Total number of interviews scheduled/held to date and how many candidates were added to the candidate pool
  - Total number of hires to date by location, series and grade
  - Total number of declinations/withdrawals from consideration to date
    - Number of declinations at Intent to Hire
    - Number of declinations at Tentative Job Offer
    - Number of declinations at Firm Job Offer
      - If reason for declination is provided, please include information when reporting to AFMC/A1K
  - Other relevant statistics as determined by the Center.

Functional Subject Matter Experts (SMEs)

Center DPs will identify Functional SMEs within the Center to represent the Center CSC; Functional SMEs will:

- Support Center CSC as defined by Center DP;
- Support Center CSC tasks including but not limited to: resume screening, interviewing, and selection to Center developmental positions;
- Collaborate with Center DP to develop resume repositories and coordinate job announcements, as required;
- **Note**: if a SME has a developmental position under his/her supervision, they must remove himself/herself from that position's recruitment efforts.

HR Liaison (HRL)

The HRL will:

- Participate as an active member of the CSC team;
- Ensure the CSC Request Form for Recruitment is completed and submitted to the Center DP upon notification of a vacancy;
- Be in receipt of selectee's information from the CSC and prepare hiring documentation as appropriate for the request for personnel action (RPA);
- Provide Center DPs the RPA number and other details as requested by the Center DP so progress may be tracked;
- Submit the RPA for processing:
  - To adequately track the RPAs for each hiring cell, the notes in the RPA's event history must include "Centralized Selection"
  - The following event codes and comments must be included in the RPA (comments must read verbatim in order for adequate reporting):

Event Code	Comment	When to Use
G0700100 - Mandatory	CS Cell Selection	Identifies a RPA using Expedited Hiring Authority (EHA)
G0700101 – Mandatory (if filling position using 30% DAV)	CS Cell Selection	Identifies a RPA using 30% Disabled Veterans Appointing Authority
S2000045 - Mandatory	CS Cell Selection	Identifies CS Cell Selection
S2420 – APDP-Coded Positions	CS Cell Selection	Used to identify Acquisition Positions

Supervisors

The supervisor will:

- Identify available vacancies that meet the CSC criteria
- Notify the HRL of identified vacancies
- Coordinate with HRL to prepare the CSC Request Form for Recruitment

The first-line supervisor will not:

- Be involved in candidate selection or hiring
- Sit on interview panels
- Discuss or rating/ranking of candidates/resumes
- Provide input on the final selection

EVALUATION PROCESS

The CSC will be continuously evaluated to measure success as well as monitor areas of the process that may need adjusted or improved. Below are the areas that will be routinely assessed by the Center selection cells:

- General performance metrics of selection cell will be measured monthly, including length of time between RPA submission to entry-on-duty date; declinations and withdrawals; etc.
- Turnover rates will be measured quarterly to determine areas of improvement in selection process.
- Demographics will be measured quarterly to determine if the workforce is adequately reflective of the local population.
- RPA time frames will be measured quarterly to determine areas of specific improvement within the Center's hiring process.
- Supervisor satisfaction will be surveyed at candidate placement and again 6 months after candidate placement to determine the quality and caliber of the CSC-hired candidate, as well as any feedback on future candidate selections.

QUESTIONS

Any questions about the AFMC Centralized Selection Process Guide should be forwarded to Nicole Adams at nicole.adams.3@us.af.mil and Scott Cornett at scott.cornett.1@us.af.mil.

APPENDIX

Interview Panels

If Hiring and interview panels are conducted, they must be diverse as defined by the Air Force (AFI 36-7001). Hiring and interview panels will consist of at least three members. (Note: Hiring and interview panels should not include members of the organization that are subordinate to the position being filled.) The use of hiring panels will increase transparency to the selection process and provide hiring officials various perspectives and insights on the candidates. It is recommended that three to five questions be developed for use in the interview process. The questions should be reviewed for appropriate job relatedness by the personnel office and/or Center DPs. Panel members will offer feedback, when requested, to individuals not selected for positions they applied. It is highly encouraged that references be checked prior to selection. Samples have been provided below for both reference and interview questions;

Sample Reference Questions

1. Describe your relationship with the candidate (personal, professional, or both)?
2. How long have you known the candidate?
3. What are the candidate's strengths and weaknesses?
4. Can you comment on the candidate's: dependability; trustworthiness; teamwork; willingness to learn new things?
5. Do you have any final comments you would like to add?

IF PROFESSIONAL REFERENCE, PLEASE ALSO ANSWER:

6. What type of work was the candidate performing?
7. Describe the candidate's overall work performance?
8. Describe the candidate's impact on the workplace environment?
9. Would you hire or work with the candidate again?

Sample Interview Questions

Each question used must be job-related and tied to the knowledge, skills and abilities identified on the core personnel document or to the job analysis for the position being filled. Each question should be structured with three to four descriptive anchors with points allocated to each anchor. This will assist the interview panel in categorizing the responses of the candidate being interviewed and indicate the degree to which the response meets the essence of the question. In the end, the strengths and weaknesses of each candidate will be documented to assist the interview panel in making the selection.

- Please describe 2-3 of your most important professional and/or personal accomplishments and the impact those accomplishments had on your career.
- Can you give an example of a specific situation where you had to change priorities quickly and shift to another task? How did you handle that specific situation?
- What are your greatest strengths as a worker? What areas need improvement?
- Describe the competencies and/or [career field] experience that you possess that makes you the best candidate for this position.
- Please think of a specific time where you had to use critical thinking to solve an unexpected problem. What was the unexpected problem and how did you solve it?

- Tell us about a time you made a mistake, or failed at something. What was the impact of the mistake or failure, how did you recover from it, and what did you learn from your experience?
- Please describe a time when you used data analysis to either solve a problem, make a recommendation, or make a decision. Please discuss what tools you utilized (Excel, or any others) to accomplish this.
- Out of all careers the Air Force offers, why [career field]?

Questions to Avoid

Asking appropriate questions can give you a better understanding on whether your candidate is a good cultural fit and has the behavior, skills and experience for the position you are filling. When asking questions you should avoid asking questions that could be considered discriminatory. These include any interview questions that are related to a candidates:

- Age
- Race, ethnicity, or color
- Gender or sex
- Country of national origin or birthplace
- Religion
- Disability or Health status
- Marital or family status or pregnancy
- Any other job-irrelevant fact

Sample Interview Scoring Matrix

Each candidate will be evaluated on five interview questions and scored using the sample scoring below. Half scores (such as 0.5 or 1.5) are permissible.

2 = Candidate provided solid examples with strong supporting details. Candidate answered all aspects of the question with nonexistent or limited prompting.

1 = Candidate provided some examples, but response lacks detail. Candidate required multiple prompts to answer the question.

0 = Candidate struggled to provide specific examples or could not answer the question. Candidate answer was unrelated to the question.

Providing Feedback, if requested

Candidates may ask for feedback. If feedback is requested, the CSC must be responsive to all requests including but not limited to; resume tips, interview selections and interview feedback. Below are a few tips to follow:

- Be truthful and honest, but keep your feedback tied to the job requirements. You should not address anything non-job related or too personal. This could be perceived as discriminatory.
- Give advice on how they could improve their interview skills. Consult your notes to find examples from their interview that will help the candidate improve. Praise where you can on the things you liked about the candidate.

Sample Recruitment Scoring Worksheet

AFMC Centralized Selection Cell – Recruitment Input Worksheet

INSTRUCTIONS: To facilitate successful candidate selection(s), please provide any relevant information to best define hiring needs in the fields below.

Position (Title, PP-SRS-GR/TG):	
# of Positions to be Filled:	
Organization & Duty Location:	
Supervisor Name & Contact Info:	
Hiring Needs:	
Recruitment Suggestions:	
Additional Comments:	
Submitted By:	
Date Submitted:	

GLOSSARY

Developmental Position: A position that is designed to train or develop employees in preparation for further career advancement. A developmental position may also be defined as a position with an entry grade lower than the targeted grade (i.e. GS-07/GS-09/GS-11 entry grade with a GS-12 target grade). These positions will include those covered by non-competitive hiring authorities; non-GS positions such as Wage Grade (WG) and GG (DCIPS); positions within a broadband pay scale, such as AcqDemo and AFRL's Broadband 1; and other positions that the Center determines meets the CSC required criteria.