

Management Instruction

External Recruitment and Selection for Executive and Administrative Service Positions

The purpose of this management instruction (MI) is to provide instructions for filling executive and administrative service (EAS) positions from external applicant pools.

Scope

EAS Positions Covered

This MI applies to external recruitment and selection of personnel for the following types of positions:


- Postmaster.
- Supervisor.
- Managerial.
- Administrative.
- Clerical.
- Professional.
- Scientific.
- Professional and Specialist Training Program.
- Management Pay Band.
- Technical Pay Band.

The Associate Supervisor Program's unique external recruitment and selection guidelines are described in attachment A.

EAS Positions Not Covered

This MI does **not** apply to Management Intern and Professional Specialist Intern program offerings. These types of programs are governed by different policies for external recruitment, evaluation of applicants' qualifications, and adjudication of veterans' preference. Refer to the guidelines for these programs or consult the Human Resources Shared Services Center (HRSSC) for guidance.

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Overview of the Recruitment Process

Conduct the EAS recruitment process as follows:

1. **Determine the area of consideration and sources of recruitment.** While EAS positions are generally filled from within the Postal Service, management is not required to select internal applicants over significantly better qualified external applicants. A selecting official may initiate an internal announcement or simultaneous internal and external announcements to produce an adequate pool of qualified applicants for vacant positions.

2. **Publicize the vacancy.** To search for qualified applicants, place a commercial advertisement (free or paid). The advertisement will help you to reach applicants with the skills required for the vacancy. For example, if you are recruiting for a professional position, announce the vacancy on Internet sites, in publications, and in other resources used by members of that profession. Other recruitment sources include colleges, universities, trade schools, local civic or professional organizations, and job fairs.

Note: External applicants compete only against other external applicants; current Postal Service career employees do **not** compete against external applicants. Therefore, all **external** announcements must include the following statement:

“SPECIAL NOTE: Current United States Postal Service career employees must only apply through the internal merit promotion process. Contact the Human Resources office listed on this announcement for further guidance.”

3. **Create and maintain a unique vacancy file for each announcement.** When a vacancy is posted simultaneously internally and externally, the internal announcement and its applications must be maintained separately from the external announcement and its applications. Each vacancy announcement must be assigned a unique announcement number, and a unique vacancy file must be created and maintained under that unique number.

Evaluate external applicants only after you finish evaluating the internal applicants and close the internal package. Once the internal package is closed, neither the review committee nor the selecting official can reconsider the internal applicants. This applies even if no applicant is selected from the external package.

Evaluating and Rating External Applicants

The role of evaluators in the external EAS selection process differs somewhat from their role in the internal EAS selection process. If a review committee is used, the committee rates all applications and sends the total point scores to HRSSC instead of sending a memorandum to the selecting official listing the best qualified applicants.

If fewer than 11 applications are received and the selecting official does not convene a review committee to assess the applications, then the selecting official rates all applications and provides the total point scores to HRSSC.

Whether using a review committee or not, all applications must be rated so that HRSSC can properly apply veterans' preference and create a Hiring Worksheet with applicants ranked in order.

Evaluating External Applicants' Qualifications

The procedures for reviewing and evaluating external applicants' qualifications are the same as those used for internal applicants under the competitive process. Evaluation procedures are described in Personnel Selection Methods Training. In addition, the following applies:

1. The selecting official (with or without the help of a review committee) is responsible for identifying the applicants who meet the requirements of the position and have a high probability of successful performance in the position.
2. External applicants are required to meet the same selection requirements as internal applicants.
3. The behavioral demonstration of the qualifications offered by the applicant must be at or greater than the minimal level required for the position for the applicant to be deemed qualified. However, the review committee and the selecting official may not demand more qualifications than what is appropriate to the position.
4. If a review committee is used, the committee is responsible for conducting the evaluations and rating the applicants. If a review committee is not used, the selecting official is responsible for performing the evaluation and rating tasks, following the same procedures as a review committee.

Rating External Applicants' Qualifications

Rate the qualifications of external applicants as follows:

- 1. Eliminate the obviously not qualified applicants first.**
Compare applicants' qualifications to the requirements of the job as listed on the vacancy announcement. If the applicant fails to demonstrate that he or she possesses the necessary qualifications or a mandatory credential (e.g., educational degree), eliminate the applicant from further consideration, and rate the applicant as *Not Qualified*.
- 2. Evaluate the level of the remaining applicants' qualifications.**
Evaluate the applicants' demonstration of each knowledge, skill, ability, or factor, and use the rating scale that follows to rate each requirement. You **must use** this rating scale to assess external applicants. Determine carefully if any requirement is rated zero (*Not Demonstrated*) in order to eliminate any applicants who are *Not Qualified* from further consideration at the review committee consensus level. To continue in the selection process, an applicant must obtain a consensus rating of at least *1 point* on each requirement.

Award points as follows:

If the applicant demonstrates the ability to meet the requirement at this level ...	then award this number of points ...
Not Demonstrated at minimal level	0
Minimally Acceptable	1
Strong	2
Excellent	3

- 3. Compute total numerical application scores for qualified applicants.** To be *Qualified*, an applicant must receive at least one point on *every* requirement at the consensus discussion (if using a review committee). For each *Qualified* applicant, add the total number of rating points for all requirements to reach a total point score.
- 4. Create a total ratings list with the names of all applicants in alphabetical order.** Record one of these entries for each name on the list:

Not Qualified (leave total point score **blank**),

- or -

Qualified (record total point score).

See attachment B for a sample total rating points score list.

- 5. Forward the total point score list to the HRSSC representative.** Do not enclose worksheets, notes showing points assigned to each requirement, or any other notes used during the review committee's review or discussions.

Preparing Hiring Worksheets

The HRSSC representative adjudicates and applies veterans' preference and prepares a Hiring Worksheet. The HRSSC representative first converts the total rating points of the *Qualified* applicants to a *basic score* and then adds veterans' preference as applicable to result in a *final rating* (or *final score*). Then the HRSSC representative prepares a Hiring Worksheet using the final ratings and the following procedures:

1. **For EAS positions other than scientific and professional.**
HRSSC establishes a Hiring Worksheet of external applicants after converting the rating point scores provided by the review committee or the selecting official, and observing veterans' preference, as follows:
 - a. **Group 1, 10-point compensable disability preference (CP) and 10-point 30 percent compensable disability preference (CPS).** HRSSC places veterans eligible for 10 percent or more disability preference (CP and CPS) at the top of the list in descending order of final scores. When numerical scores are the same, HRSSC applies standard tie-breaker rules. (See Handbook EL-312, *Employment and Placement*, 414.4c.)
 - b. **Group 2, all other eligibles.** HRSSC places eligibles who claim other 10-point disability or 10-point derived preference (XP) or 5-point preference (TP) ahead of non-preference eligibles with the same numerical rating. HRSSC also places 10-point eligibles (XP) ahead of 5-point eligibles (TP) with the same rating.
 - c. **For group 1 and group 2.** When numerical scores are the same, HRSSC applies standard tie-breaker rules (see handbook EL-312, 414.4c).
 - d. **Top three names.** HRSSC gives the selecting official the top three names from the external Hiring Worksheet.
2. **EAS scientific and professional positions.** The Postal Service classifies jobs according to the federal government's classification system. HRSSC reviews a vacancy against the classification system to determine if the position has been classified as *scientific* or *professional*. HRSSC determines if a trainee position is scientific or professional based on the occupation code of its targeted outplacement position. If the vacant job's occupational code is designated as an EAS scientific or professional position, the following procedures apply:
 - a. **Create a Hiring Worksheet.** HRSSC creates a Hiring Worksheet by arranging applicants in order of their final numerical ratings (including claimed veterans' preference points) in descending score order. For scientific and professional positions, veterans designated CP or CPS do not float to the top of the Hiring Worksheet. (See handbook EL-312, 414.4, for guidance on breaking ties.)

- b. **Provide top three names.** HRSSC gives the selecting official the top three names from the external scientific and professional Hiring Worksheet.

Selection

The selecting official is responsible for choosing the individual who best meets the position requirements from among the applicants according to the *rule of three*, and in compliance with veterans' preference requirements.

If HRSSC does not receive either (1) notification that a selection has been made, or (2) a request to close out the vacancy file within 120 calendar days of the closing date of the vacancy announcement, then HRSSC will proceed with closing the vacancy file. If HRSSC closes a vacancy file in this manner, then the HRSSC representative must:

1. Make a note in the file that the vacancy has not been filled.
2. Notify the selecting official and the applicants that the vacancy has been closed.

Processing Additional Vacancies

A vacancy does not have to be announced if an identical vacancy was announced previously and fewer than 120 calendar days have elapsed since the identical vacancy's announcement closing date. The selecting official may refer to the recommendation memo from the last vacancy package to fill the new vacancy. However, the two vacancies must have the same position title, occupation code, grade, location, tour (where applicable), and position requirements.

External Recruitment and Selection Process for the Associate Supervisor Program

The Associate Supervisor Program (ASP) has specific guidance that should be referred to, in addition to the outline below.

1. **Evaluate qualifications of external applicants.**
 - a. **Phase I, application review process.** For *Traditional ASP*, the Phase I evaluation is conducted by a review committee. For *Universal ASP*, the Phase I evaluation may be conducted by the selecting official or a review committee.

The evaluation process is identical to that used for an internal applicant pool. The committee or the selecting official reviews the ASP applications (including responses to the requirements) and section 1 of Exam 600, Writing Test, in accordance with the instructions provided in the review committee guidelines. A rating of *No Demonstration* on any of the knowledge, skills, or abilities rated or a finding of unsuitability will result in no further consideration of the candidate.
 - b. **Phase II, interview process.** The interview process is identical to that used for an internal applicant pool, with one exception: **all preference eligibles in rating categories *Excellent, Strong, and Minimal* must be interviewed.**
2. **Adjudicate veterans' preference points.** HRSSC adjudicates veterans' preference points in accordance with handbook EL 312, 234.21, Veterans' Preference Rules. The HRSSC representative adds veterans' preference points to the score achieved by the applicant during the interview to arrive at final scores. The HRSSC representative then enters the final scores in descending order on a Hiring Worksheet, as follows:
 - a. **Group 1, compensable disability (CP) and compensable 30 percent preference (CPS).** HRSSC places disabled veterans with 10 percent or more disability preference (CP and CPS) at the top of the list in descending order of the final scores.
 - b. **Group 2, all other eligibles.** HRSSC places eligibles who claim other 10-point preferences (XP) or 5-point preference (TP) ahead of non-preference eligibles with the same numerical rating. HRSSC places 10-point eligibles (XP) ahead of 5-point eligibles (TP) with the same rating.

- c. **For group 1 and group 2.** When numerical scores are the same, HRSSC applies standard tie-breaker rules (see handbook EL-312, 414.4c).

Note: CPS veterans who are found ineligible based on the requirements of the position during the Phase I or Phase II evaluation are not minimally qualified. Therefore, the Office of Personnel Management requires no further review, and no further consideration will be provided to the applicant.

3. **Selection.** Using the Hiring Worksheet, the selecting manager selects one of the three highest ranked on the worksheet to fill the vacant position. If more than one vacant position is available, the selecting manager considers the two eligibles not selected in filling the first vacancy and the next available eligible listed on the Hiring Worksheet. (This is the same *rule of three* method used to make hiring selections for all EAS positions).

Sample Total Rating Points Score List

Date: _____

Subject: Vacancy Announcement #07-xxx,
JOB TITLE, _____, EAS-xx

The Review Committee convened on _____ to evaluate applications received against the requirements identified on the subject Vacancy Announcement.

The individuals whom we believe meet the position requirements, and their total ratings, are listed below in the Qualified Applicant List.

Qualified Applicant List, Vacancy Number: 07-xxx

Vacancy Title & Grade: _____, EAS-xx			
Names of Applicants			Total Rating Points
Last Name	First Name	Middle Initial	
Brown	James	P	24
Carter	Denise	E	12
Evans	Mary	D	26
Morris	Elizabeth	J	20
Roberts	Michael	M	19
Stevens	Melody	A	27
Yaminski	Sara	M	11

The individuals whom we believe do not meet the position requirements are listed below in the Not Qualified Applicant List.

Not Qualified Applicant List, Vacancy Number: 07-xxx

Vacancy Title & Grade: _____, EAS-xx		
Names of Applicants		
Last Name	First Name	Middle Initial
Burns	James	L
Dallas	Marjorie	A
Peters	Tanya	M

Name
Chairperson of Review Committee

Name
Review Committee Member

Name
Review Committee Member

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