



ALASKA NATIONAL GUARD INSTRUCTION

JFHQ-AK/HRO

AKNGI 1320.14

26 Jun 2020

FULLTIME ACTIVE GUARD/RESERVE (AGR) HIRING/POSITION SELECTION

References: This instruction is to be used in conjunction with ANGI 36-101, ANGI 36-2101, DoD Directive 1205.18, Chief of the National Guard Bureau Instructions (CNGBI), and the AK Air AGR Handbook.

1. Purpose. To provide The Adjutant General's guidance on the conduct of an AGR hiring and selecting panel.
2. Superseded/Canceled. Alaska Human Resources Office (HRO) Policy 13-13
3. Applicability. This instruction applies to Active Guard Reserve (AGR) in the Alaska Air National Guard (AKANG).
4. Policy. To provide selecting supervisors guidance on the conduct of an AGR selecting and hiring panel. The Air Commanders may have specific requests to enhance their hiring program. Requests will be coordinated on a case-by-case basis within this guidance and approved by HRO. The Alaska Air National Guard is an Equal Opportunity Employer.
5. Responsibilities.
 - a. The Director of the Human Resources Office (HRO) is responsible for the development, implementation, and administration of the AKANG AGR Hiring Instruction.
 - b. The State Equal Employment Manager (SEEM) is responsible for ensuring selections are made without regard to race, color, religion, sex (including gender identity and sexual orientation) and national origin.
 - c. Commanders and Directors at all levels are responsible for supporting the AGR hiring process.

d. Supervisors are responsible for ensuring employees involved in the selection and hiring of AGR personnel are aware, and follow the AGR hiring process.

6. Procedure. See Enclosures A through G

7. Questions pertaining to this guidance may be addressed to the HRO Air AGR Manager, 428-6588/6467 or the main HRO number, 428-6451.

8. Releasability. This issuance is approved for public release; distribution is unlimited.

9. Effective Date. This instruction is effective upon receipt.

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Enclosures:

- A – Job Announcements
- B – Selection Panels
- C – Rating and Ranking
- D – Interview
- E – Documentation
- F – Selection Package Approval
- G – Selecting Supervisor Options

ENCLOSURE A

JOB ANNOUNCEMENTS

Selecting supervisor must submit a request to advertise an AGR position through their chain of command and approved by the Group Commander or as delegated, prior to submitting to the AKNG HRO.

1. AGR vacancy announcement request must be on the most current J-1 Form, filled out completely and signed.
2. The J1 is a source document. It serves as a contract between the HRO, the respective units, selecting supervisors and commanders to ensure the details are addressed in the job announcements for recruitment of qualified applicants. If a manpower change request (MCR) or local area realignment (LAR) is required, the approved change request must be submitted to the HRO prior to advertisement (exception: a dual advertisement – both AGR and Technician ((Title 32)), which must be approved prior to announcing selection). Note, MCR approval authority is NGB/A1M, LAR approval authority is JFHQ/A1. LAR for promotion or Air Force Specialty Code (AFSC) mismatch are not authorized (LAR Policy Letter 20-02).
3. AGR members on the Priority Placement List for over grade or excess will be placed prior to advertisement for a new hire. Priority placement can happen anytime with appropriate chain-of-command coordination, via the Management Directed Reassignment (MDR) process or as appropriate.
4. HRO will provide a draft job announcement to the selecting supervisor or HRO liaison for final approval, unless specifically waived.

ENCLOSURE B

SELECTION PANELS

Selection panels will be used in determining the “best suited” applicant (an observer may be present if desired. There is no criteria for an observer, however, observers are not selection panel members and must be a non-participant in the process). An interview panel is better able to document and interpret the information presented by an applicant. A panel also reduces the risk of biases in ratings, and allows for a diverse (e.g., race and gender) range of interviewers. This indicates to the applicant the organization values diversity and fair treatment.

1. HRO/AGR Manager or designated representative (HRO AGR Staff) will direct the convening of a selection panel at a level commensurate with the positions being filled, provide administrative guidance to the selecting official and approve or disapprove proceeding of the panel.

2. The selecting supervisor is the individual responsible for making the decision whether to select an applicant for a position. The selecting official may or may not be part of the selection panel. When the selecting official is not a panel member the panel will provide recommendation to the selection official.

3. Panels will be composed as follows;

A. Selection panel will include not less than three members who are equal to or senior in rank to all applicants being considered.

B. A member of the organization with the vacancy will be appointed as a panel member (i.e. panels considering applicants for Judge Advocate (JA), Chaplain (CH), and Aerospace Medical Group positions will have at least one panel member from the appropriate unit).

C. Panel members will be drawn from the ANG and may include a mix of Full-time Support (FTS) (AGR, Military Technician, and Non-Dual Status Title 5 Technicians) and inactive duty training (IDT) Airmen. External members may sit on the panel if they can be considered Subject Matter Experts (SMEs) in the appropriate specialty (i.e. ARNG, Active Duty or Reserve).

D. The president will be the senior member on the panel when the selecting official is not a member.

E. All panels will be diverse by gender and two or more either ethnicity (Hispanic) or Race (American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, White). Approved exception, if all applicants and panel members are of the same gender, board diversity by gender is not required. Additional exceptions to policy require approval from the State Equal Employment Manager (SEEM) and HRO.

F. Panels that consider applicants for an enlisted position will have at least one enlisted Airman as a panel member.

G. Panel members should be rotated on a regular basis. Static panels with a fixed membership will not be established.

4. Other than personal appearances by applicants for the purpose of interviewing, the selection panel will conduct all proceedings in closed session.

5. Applicants being considered have met the minimum eligibility criteria on the basis of initial HRO/AGR Management screening as identified on job announcement.

6. The selection panel will provide the selecting supervisor with an order of merit listing (OML) ranking all applicants interviewed from the highest recommended to the least recommended. In the event that the highest recommended applicant becomes disqualified for entry into the program, the OML may be used to select the next best qualified Airman recommended for the position. The OML will remain valid for no more than 180 days from the date of the selection panel. If a second "like" position becomes open within the 180 day active OML period, the selecting supervisor has the option to make a selection off the OML or open a new announcement. If the OML is exhausted, or if the selecting supervisor chooses not to use the OML, the position will be re-advertised and the selection process reinitiated.

7. The selecting supervisor will accept the recommendation of the panel when they are a member of the panel. When the selecting official is not a member of the panel, they will accept the recommendation of the panel or provide justification if the highest recommended applicant is not selected. The selecting supervisor will request an Exception to Policy (ETP) from the HRO/AGR Manager for approval to select any applicant other than the #1 on the OML. Strong justification will be required to support this type of ETP.

ENCLOSURE C

RATING AND RANKING

Rating/Ranking Process - The selecting supervisor and each panel member will utilize the AKANG/HRO Standardized Package & Interview Score Sheet for the rating/ranking process.

1. Administered consistently for every applicant.
2. Merit factors, directly related to the knowledge, skills and abilities required by the job (including desirables) will be used to evaluate education, training, and quality of job experience, credentials, etc. – both military and civilian.
3. Credit may be extended for the completeness of the application. The application may only be scored for appearance and grammar or attention to detail if the requirement is on the job announcement and states an individual must have the ability to effectively communicate both orally and in writing.
4. If the selectee did not score highest from the interview and package scoring, please describe the criteria and provide detailed justification as to why the applicant was chosen as the selectee.

ENCLOSURE D

INTERVIEW

The job interview is a significant factor in the employee selection process. It is a key tool that employers utilize in hiring. The job interview questions are critical in identifying applicants' strengths and weaknesses to help select superior employees. However, interviews are only a part of the overall evaluation process and are used in combination with other evaluation criteria (i.e. application, references, evaluations, etc.). Carefully consider, develop, and ask questions of value to help determine the best suited applicant. Interviews will be job related and well documented on the AKANG/HRO Standardized Package & Interview Score Sheet.

1. Personal appearance by applicants before the panel is authorized and encouraged but not required. If the applicants are geographically separated from the selection panel, a telephone interview may be more appropriate. If repeated efforts to contact applicants are unsuccessful (contact attempts must be made to all forms of contact provided by the applicant with a minimum of three attempts in total being made), the selecting supervisor must document this fact, listing dates and times of attempted contacts and submit with packet to HRO.
2. Schedule the same amount of time for each interview. The same questions must be asked of each applicant being interviewed. Follow-on questions may only be used if necessary to obtain a complete and meaningful response. Each panel member should ask the same questions in the same order for each applicant.
3. The following guidelines will be used: (see notes on Standardized Package & Interview Score Sheet)
 - A. Make applicants comfortable. Introduce the panel and discuss the panel rating process.
 - B. Clarify questions, if needed.
 - C. Limit yourself to only questions, no comments.
 - D. Do not "test" the applicants.
 - E. Allow the applicants to ask questions. See notes imbedded in the AKANG/HRO Standardized Package & Interview Score Sheet.

4. After each applicant is interviewed, the panel members will individually rate the applicant's response. The panel may discuss these ratings. If some of the ratings differ significantly, the ratings should be further discussed. If some raters believe some important factors were overlooked or misunderstood, they should discuss these factors. Raters may change ratings at this time, but they will not be forced to do so. Interview notes must reflect the justification for changing the score and thoroughly capture the rating/ranking process.

ENCLOSURE E
DOCUMENTATION

The entire evaluation process must be clearly documented using the AKANG/HRO Standardized Package & Interview Score Sheet. There must be a full “audit trail” of why the applicant was selected.

1. The evaluation and interview process will be documented on the J10 (Job Selection Form) and Interview Score Sheet. The J10 will contain;

- A. Ranks and full names of all panel members.
- B. Role of each panel member (IE, President, SME, Diversity, etc.)
- C. Rank and full names of applicants being interviewed.
- D. Application Score
- E. Interview Score
- F. Order of Merit List
- G. Overall Score
- H. Manpower position number/s being filled

2. The Interview Score Sheet will contain the following;

- A. Package, Job Experience, General Military Experience, Unit Force Structure and Organizational & Leadership Skills scoring criteria.
- B. Interview questions and expected answers
- C. Panel member notes from each question, for each applicant.

3. Equal Employment Opportunity (EEO) note: Do not solicit or consider improper references. This is one of the least understood prohibited practices. It simply means no illegal questioning of people who are or are not in the applicant’s supervision chain. – No peer reviews and no “in-the-know” references that are not in the supervision chain.

4. If necessary, the selecting supervisor may need to include a plan to ensure there will be no rank inversion or conflict with a family member.

5. If the selecting supervisor chooses **NOT** to select from the list of HRO referred applicants post interview, a detailed justification is required. If HRO approves, the supervisor can request to add areas of consideration and/or additional requirements then request re-advertisement. It is the selecting supervisor’s responsibility to notify the non-selects of the reason why no selection was made.

ENCLOSURE F

SELECTION PACKAGE APPROVAL

1. Once a package is referred to the selecting supervisor or HRO liaison, a selection or non-selection must occur. The selection process cannot be cancelled at this point unless there is a loss of AGR resource or funding. Exceptions must be approved and coordinated through the chain-of-command to the HRO.
2. When returning the selection package, include completed J10, and AKANG/HRO Standardized Package & Interview Score Sheet.
3. If incomplete packages are forwarded, the HRO liaison and/or selecting supervisor will be notified as to what is required before HRO can process the package.
4. The selecting supervisor will receive the "authorization to offer" email from HRO/AGR section when selection is approved. The selecting supervisor will then notify the applicant of selection and request an acceptance or declination e-mail.
5. **NO ONE** has the authority to announce a selection prior to final approval by the HRO. No panel member should give out selection information prior to approval and official notification.
6. The selecting supervisor/unit leadership will establish start date and accomplish orders request J2 form. **DO NOT** start a new Airman without AGR orders.
7. If a manpower change request (MCR) is pending, the selection will not be approved until the HRO verifies approval of the MCR. This includes dual-advertisements.
8. HRO will notify the non-selects from the J10 Selection Package after receipt of the acceptance email from the selected candidate. Supervisors may contact non-selects and provide feedback as appropriate.

ENCLOSURE G

SELECTING SUPERVISOR OPTIONS

In an effort to expedite the hiring process, the selecting supervisor has the following options;

1. "Fast Track" ETP may be requested when there is only one known, qualified applicant. The applicant must meet all requirements for entry into the AGR program and must be a member of the AKANG. Fast Tracks are staffed through the chain-of-command, with the selection justification to the HRO. ETP requests are approved by the HRO Air AGR Manager.
2. "Pare Down" ETP may be requested in a situation where a large number of candidates are referred for consideration in order to reduce the amount of interviews conducted. The selecting supervisor may request to score the packages and then only interview the top scoring personnel. ETP requests are approved by the HRO Air AGR Manager.
3. Utilize a previously approved Order of Merit List for an AGR selection (same job/AFSC), not to exceed 180 days.
4. Utilize an "open till filled" announcement.
5. Priority Placement fill (within applicable service regulations, i.e., but not limited to: AK policy on AGRs on a Special Duty Assignment, i.e., Recruiting, CST, RCC Controller, First Sergeant, State Partnership Manager; ANGI 36-101, i.e., USERRA, excess, over grade, reduction in force).
6. Management Directed Reassignment as directed by ANGI 36-101.
7. Request assistance from HRO to assign the panel president who will be responsible for panel selection, conducting interviews, selection and staffing for approval. One panel member must be the subject matter expert. All panel members must meet the requirements mentioned above and process as described above (ref: ANGI 36-101).
8. Effectively attracting and evaluating applicants, while following merit system principles and meeting qualification requirements, drives the components within the hiring process. It is imperative that the HRO, HRO liaison, unit leadership and selecting supervisors engage in hiring as a collaborative process with open communications and shared accountability. Advanced planning, effective use of technology and clear, continuous communication are keys to an effective hiring process.