



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19001
PARRIS ISLAND, SOUTH CAROLINA 29905-9001

IN REPLY REFER TO:
DepO 12300.2A
G-1/CPM
9 OCT 2019

DEPOT ORDER 12300.2A

From: Commanding General
To: Distribution List

Subj: MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION PARRIS ISLAND
(MCRD/ERR PI) CIVILIAN HIRING PROCEDURES

Ref: (a) Title 5, Part III, Subpart A, Ch. 23-Merit System Principles
(b) MCO 12335.1, Merit Staffing Program
(c) WWW.OPM.GOV

Encl: (1) MCRD/ERR PI Civilian Hiring Order Procedural Guidance

1. Situation. This Order has been rewritten to include revised requirements and to educate staff directors and department managers on appropriate civilian hiring procedures. Therefore, all hiring officials must become familiar with this guidance.

2. Cancellation. Depot Order 12300.2.

3. Mission. To establish and operate an end-to-end hiring process characterized by fairness, transparency, thoroughness, and consistency in order to build, grow, and retain the highest quality civil service workforce.

4. Execution

a. Commander's Intent and Concept of Operations. This Command's ability to accomplish its mission depends on the capabilities of its workforce. Our workforce combines the talents of active duty military, civil service, and contractor support to execute a diverse set of operational support missions. Each element of this workforce "triad" brings unique capabilities and flexibilities to the command and has unique guidelines associated with its management and execution. The focus of this policy is on the civil service component of the triad. It will specifically address the end-to-end process this Command will use to recruit, hire, assign, promote, and retain the best qualified to fill the ranks of our civil service workforce.

(1) Commander's Intent

(a) The end-to-end hiring process will maximize transparency, reinforce fairness, minimize elapsed time for actions, and systematically assess applicants. Decisions will be based solely upon merit principles and other applicable laws and regulations as specified in the references. This command will thoroughly document each selection decision to reinforce consistency and accountability.

(b) Our hiring process will use a holistic approach. It will incorporate a rigorous and disciplined workforce planning and outreach component that aligns our human capital goals to the command's long term strategic objectives. It will take advantage of various recruitment sources to identify and attract the talent needed to execute our mission. The command will use best practices during the assessment and selection processes to ensure every vacancy is staffed with the best qualified candidate in strict accordance with applicable laws and regulations.

(2) Concept of Operations

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9 OCT. 2019

(a) Establish and maintain an end-to-end hiring process which incorporates a comprehensive workforce planning and outreach strategy, pursues talent through multiple recruiting sources, uses a merit-based assessment and selection process to identify best qualified candidates to fill vacancies, supports security and suitability issues.

(b) Identification, evaluation, and selection of candidates shall be made without regard to race, color, religion, gender, national origin, age, disabling condition, marital status, political or labor organization affiliation, personal relations (nepotism), genetic information, sexual orientation, or patronage, and shall be based solely on job-related criteria.

1. As a guard against actual or perceived nepotism, supervisors and other officials are prohibited from participating in the rating, ranking, or selection process of a relative.

2. If a hiring official is related to one or more of the candidates, the official must disqualify him/herself, and selection must occur at the next higher level in the chain of command. All members of advisory panels are considered to be officials when assessing and rating hiring candidates, even though they may not occupy supervisory positions.

b. Subordinate Element Missions

(1) Office of Civilian Human Resource (OCHR). Assist selecting officials by processing requests for hiring actions and determining basic qualifications of applicants.

(2) Human Resources Office (HRO) Beaufort

(a) Assist in developing effective recruitment tools to attract candidates with the appropriate skill sets and experience to support workforce plan execution.

(b) Assist selecting officials (SO) by providing advice and support relative to hiring authorities, locating candidates, evaluation procedures, and negotiations and pay setting.

(3) Subordinate Commanders, MCRD/ERR PI and Staff Directors/ Department Heads

(a) Ensure hiring actions within your organizations comply with the policies contained in this Order.

(b) Establish internal organizational guidance to clearly identify responsibility chains for hiring actions.

(4) Civilian Program Management (CPM)

(a) Execute staff oversight of the civilian workforce planning process.

(b) Maintain functional oversight of the Strategic Workforce Planning Tool (SWPT). Assist staff and commanders in maintaining the accuracy of the data.

(c) Contribute civilian manpower planning and expertise to execute workforce planning responsibilities.

(5) Comptroller (G-8)

(a) Assist CPM in reconciling civilian workforce requirements with financial resources

(b) Maintain oversight of command pay setting policies.

9 OCT 2019

c. Coordinating Instructions

(1) Execute duties associated with hiring actions in a fair and impartial manner, guided by merit principles, applicable laws and regulations, and the command guidance contained in this Order.

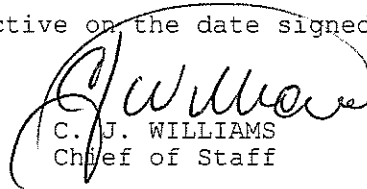
(2) Identify and reconcile potential conflicts of interest within the chain of command prior to serving in an official capacity during the hiring process.

5. Administration and Logistics. The CPM office within the G-1 directorate is designated as the command sponsor of this Order. All recommendations and requests for changes to the policies and procedures contained in this order will be forwarded to the CPM office for review and incorporation into future revisions to this policy. The CPM office will ensure the contents of this order are reviewed at least annually and that updates are published as required.

6. Command and Signal

a. Command. This Order is applicable to MCRD/ERR PI. All personnel who perform hiring and/or civilian workforce management functions within this command will be guided by the policies set forth in this Order.

b. Signal. This Order is effective on the date signed.



C. J. WILLIAMS
Chief of Staff

DISTRIBUTION: A

MCRD/ERR PI CIVILIAN HIRING ORDER PROCEDURAL GUIDANCE

TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	WORKFORCE PLANNING AND OUTREACH	1-1
1.	General.....	1-1
2.	Background.....	1-1
3.	Execution.....	1-1
Chapter 2	RECRUITING SOURCES/HIRING AUTHORITIES	2-1
1.	General.....	2-1
2.	Recruitment Strategies.....	2-1
Chapter 3	HIRING SELECTION PROCESS	3-1
1.	Instruction.....	3-1
2.	Prepare to Hire.....	3-1
3.	Recruitment of Applicants and Referral of Candidates.....	3-2
4.	Assessment of Candidates.....	3-3
5.	Rating Candidates' Resumes.....	3-3
6.	Structured Interviews.....	3-3
7.	Prohibited Questions.....	3-4
8.	Reference Checking.....	3-4
9.	Verifying Suitability and Conducting Pay Setting.....	3-4
10.	Hiring Incentives and Pay Setting.....	3-4

Chapter 1

Workforce Planning and Outreach

1. General. Strategic Workforce Planning (SWP) is a systematic process for identifying and addressing workforce competencies required to meet the command's current and future strategic goals. SWP is a continuous process that ensures the command is properly staffed with qualified personnel. It lays out the specific tasks and actions needed to ensure we have the human capital resources to accomplish the command's missions, goals, and objectives.

2. Background. SWP is essential to the command's ability to align financial resources with human resource requirements to meet strategic objectives. Effectively aligning resources and requirements is a continuous, cyclic process which involves all elements of the command. Subordinate commands, individual units, and offices translate their roles/responsibilities in the strategic plan into human capital requirements. The CPM Office manages civilian billets/positions. The G-8 manages the associated funding. The HRO enables the recruitment process.

3. Execution. MCRD/ERR PI will execute SWP to accomplish the following:

a. The Table of Organization (T/O) is a baseline tool used in the SWP process. MCRD/ERR PI CPM will maintain the T/O by using the Total Force Structure Management System (TFSMS).

b. The CPM Office is the program manager for the TFSMS application. TFSMS contains billet information such as grade, series, Billet Identification Control (BIC) number, and billet funding source (direct Operation and Maintenance (O&M), reimbursed through an outside customer, etc.).

c. In consultation with CPM, staff directors and department managers are to:

(1) Link the workforce planning process with the command's strategic workforce plan.

(2) Ensure personnel and financial resources are in place and correctly aligned to facilitate achievement of strategic objectives.

(3) Determine what overlaps and gaps exist between current and future workforce profiles and workforce needs.

(4) Identify and implement strategies to eliminate overlaps and close gaps.

(5) Design outreach strategies to reach targeted audiences to fulfill MCRD/ERR PI workforce requirements.

(6) Monitor progress against goals and objectives and allow for adjustments in direction based on changing requirements.

Chapter 2

Recruiting Sources/Hiring Authorities

1. General. Selecting Officials should become familiar with the recruiting sources and placement options available to fill vacant positions. The supporting HRO should be consulted to obtain guidance when reviewing hiring authorities and recruitment options. The assessment and selection process for all hiring actions, competitive and noncompetitive, will be made free of discrimination on the basis of race, color, religion, gender, political affiliation, sexual orientation, genetic information, national origin, marital or family status, age, reprisal or disability. Selections shall be made and based solely on relative ability, knowledge, skills, other job-related criteria, and legitimate position requirements.

2. Recruitment Strategies

a. Candidates Entitled to Priority. During the recruitment process, the selecting official may be advised by the Office of Civilian Human Resources (OCHR) of individuals who are entitled to special or "priority" consideration for the vacancy. In some cases, the individual is entitled to be placed in the vacant position. In other cases, the entitlement falls short of a mandated placement. The nature of the special consideration will depend on the applicable priority placement program. Officials at the OCHR operations center administer these programs for selecting officials.

b. Noncompetitive Placement. A candidate eligible for noncompetitive placement may be referred for selection consideration to fill a vacancy at any time without the use of competitive procedures.

3. Recruitment Sources

- a. Pathways
- b. Veterans Recruitment Appointment (VRA)
- c. 30% Disabled Veterans
- d. Veteran's Employment Opportunity Act (VEOA)
- e. Transfer - Federal employees from other agencies
- f. Reinstatements - Former federal employee within certain time limits
- g. Interchange Agreements - (FAA, TSA, NAFI)
- h. EO 12721 - Family members of military and civilian
- i. Delegated Examining (DE) - All US Citizens
- j. Schedule A - Persons with Disabilities
- k. EO 13473 - Military Spouse
- l. Management Identification of Candidates (MIoC)

4. Hiring Authorities

- a. OPM Government-wide Direct Hire Authority
- b. DoD Expedited Hiring Authority (EHA) and STRL Direct Hiring Authority (DHA)
- c. DoD Special Hiring Authorities
- d. Education Related Hiring Authorities
- e. Special Appointing Authorities for Veterans
- f. Special Appointing Authorities for Military Spouses and select Family Members
- g. Hiring Authorities for Government Employees
- h. Temporary and Time Limited Appointments
- i. Alternative pay systems

Chapter 3

Hiring Selection Process

1. Instruction. The purpose of this chapter is to provide guidance for the selection of employees to fill vacancies aboard MCRD/ERR PI. Hiring actions, including the evaluation and consideration of all candidates will be thorough and conducted in a fair, consistent, and impartial manner. Selections will be based on merit factors which are clearly and directly related to the performance of the duties of the position being filled. Actions associated with staffing vacancies will be timely, fair, and transparent.

a. The Commanding General is vested with the responsibility of positions aboard MCRD/ERR PI. This responsibility is delegated to the Chief of Staff or the designated representative. The Chief of Staff will serve as the selecting official for all primary and special staff positions within the command.

b. For all other positions, responsibility is delegated to Commanders, Assistant Chiefs of Staff, and Special Staff Officers. This responsibility may be further delegated as deemed appropriate.

2. Prepare to Hire. The hiring process begins with the identification of a valid need. The ability to identify and recruit applicants with the applicable qualifications and skill sets is determined by the SO's ability to accurately convey the position requirements to the supporting human resource specialist. Actions such as validating position descriptions to ensure they accurately represent job duties/Knowledge, Skills and Abilities (KSA) required, identifying the duration of the hiring need, and determining what hiring authorities and areas of consideration should be used to obtain qualified applicants are essential to successful recruitment and hiring.

a. Position Description Validation/Job Analysis

(1) Prior to requesting personnel action, the SO will ensure the billet's position description is accurate. If the position description requires updating, a job analysis will be conducted.

(2) A job analysis identifies the tasks necessary in order to fulfill the job duties. Information can be collected from documents, observation, interviews of job incumbents and supervisors, and/or panel discussions involving subject matter experts. Information collected will be used to revise position descriptions, and also provide the basis for assessment plans and selection decisions.

b. Area of Consideration (AOC). The AOC is a geographic or organizational area from which applications will be accepted. The area will be geographically descriptive and will specify categories of individuals eligible to apply. When determining the AOC, consideration must be given to the grade level of the position being filled, the KSAs required, the likelihood a given AOC will produce an adequate number of high quality applicants, appropriate Federal Equal Opportunity Recruitment Program and Affirmative Employment efforts, budget and ceiling constraints, and labor market conditions.

c. Career Ladder/Target Levels. Management officials may choose to structure a position to hire at a lower grade level, giving the employee the opportunity to learn on the job and to be promoted without competition. The hiring action may require the position to be filled at the lowest level identified in the target range, or may be filled at any level identified in the target range.

3. Recruitment of Applicants and Referral of Candidates

a. Once a decision has been made to execute a recruitment action, a Request for Personnel Action (RPA) will be initiated. RPAs for MCRD/ERR PI will be submitted to HRO via the G-1's Civilian Manpower Office.

b. HRO will then request OCHR to identify a pool of qualified applicants that will be provided via email notification to the SO in a Certificate of Eligibles (or "cert"), a list of individuals eligible for selection. The list of candidates will be accessed through the internet at <https://selectionmanager.usastaffing.gov>. The pool of candidates may include individuals entitled to priority consideration. Examples of this include, but are not limited to:

(1) Priority Placement Program (PPP) registrants. It is DOD policy to minimize the adverse effects on employees caused by actions such as, but not limited to, reductions-in-force (RIF), base closures, realignments, consolidations, position classification decisions, rotation from overseas, and transfers of function (TOF).

(2) In addition to priority consideration, HR officials will advise SOs when a position is "obligated". A position is obligated if an employee has a statutory return right to the position based on active military service, a compensable injury, or completion of an overseas tour.

(3) Candidates Eligible for Non-competitive Selection. Various hiring authorities provide candidates within the area of consideration eligibility for noncompetitive selection. These include: Americans with Disabilities, VRAs, 30% disabled veterans, lateral reassignment, transfer, and reinstatement.

4. Assessment of Candidates

a. During assessment, candidates are rated against pre-established qualifications of the billet or Knowledge, Skills and Abilities (KSAs). SOs will have the option to compare all candidates using competitive procedures or make a selection using noncompetitive procedures. Consult local HRO personnel to gain additional information on the appropriate course of action.

(1) When competitive procedures are used, candidates are rated against pre-established KSAs and subsequently ranked by comparing candidates' ratings to each other.

(2) When noncompetitive procedures are used, candidates eligible for noncompetitive selection must also be reviewed against assessment plans in order to validate the candidate meets all KSAs for the billet.

b. The Assessment Plan. The SO will develop an assessment plan prior to reviewing the qualifications of individual candidates referred on a certificate.

c. Timeline. Once an assessment plan has been created and a Certificate of Eligibles (list of qualified candidates, or "cert") is received from OCHR, the assessment and selection process should take no longer than 15 days to complete and provide the results to the HRO/OCHR. Merit promotion referrals issued by OCHR have an initial expiration date of "25 calendar days" from date of issue. If unanticipated events delay selection within this time frame, managers may request a one-time extension to OCHR via the servicing HRO.

d. Record Retention. Selecting Officials should make every effort to preserve the confidentiality and restrict the disclosure of the position description, job analysis, assessment questionnaire, interview questions and related documents. All documentation used to make a selection decision must be maintained by the SO for a minimum of two years from the date the selectee enters on duty for future reference or potential third party review resulting from an EEO complaint or grievance.

5. Rating Candidates' Resumes

a. Interview candidates, if desired, and make timely selections upon receipt of certificate of eligibles from OCHR. Interviews may be conducted with all, some, or none of the candidates in accordance with local policy, bargaining union or negotiated agreements.

b. Advisory panels will use the SO's assessment plan and applicable score sheets to document the scores of each applicant.

c. The final steps in rating and ranking are to combine ratings into a single score, rank the candidates based on those ratings, and make a selection recommendation with alternates. Ratings can be combined by equally weighting the points, or by assigning different weights to each rating factor. The same method must be used consistently for all candidates. The recommended selectee will be the candidate with the highest score, and the alternate selectees are the candidates ranked just below the selectee, in order.

d. When practical, reference checks should be conducted once the applicant pool is narrowed down to the top candidate(s) as a final assessment step.

6. Structured Interviews

a. Before conducting an interview ensure the following:

- (1) A scripted protocol will generally be followed.
- (2) Questions must be predetermined and in writing prior to conducting interviews. This document is to be retained by the SA.
- (3) Rating scales must be predetermined for each question. Ensure panel members understand how to use the scoring guidelines and are comfortable making judgments on the basis of interviewee responses.
- (4) Prompts and follow-up questions must be limited and structured. Establish guidelines prior to the interview for asking follow-up questions and addressing questions by candidates during the interview.
- (5) Schedule the same amount of time to interview each candidate.

(6) Secure a quiet, comfortable space to conduct the interviews. If interviews are conducted back-to-back steps should be taken to ensure candidates are kept separate to prevent them from communicating.

(7) The same seating arrangement is used for all on-site candidates and the same telephone protocol employed for telephone interviews.

(8) All questions must be job related.

(9) All candidates must be asked the same questions.

7. Prohibited Questions. Questions that reveal age, race, national origin, gender, religion, marital status and sexual orientation are off-limits.

8. Reference Checking

a. Reference checks should be conducted after the applicant pool is narrowed down to the top candidate(s). A "reference" is a person (e.g., supervisor, coworker, professor) whom the selecting official can talk with regarding the candidate's past performance.

b. A properly conducted reference check is not an informal exchange of unsubstantiated opinions about a job applicant.

(1) Legally defensible. Good reference checks are legally defensible. If conducted, they must be done with the utmost professionalism; be consistent among the candidates; and must be well documented.

(2) Part of the hiring process. The purpose of the reference check is to inform a decision about hiring. The results need to complement other assessments used in that process.

(3) Candidates must give permission to contact their references. Consent may come from the candidate's resume, via language on the job application (e.g., a statement that all information provided by the candidate will be verified), or orally (e.g., during the interview). Candidates may be asked for additional references when necessary.

9. Verifying Suitability and Conducting Pay Setting

a. After a selection is designated, OCHR must audit the selection to ensure all regulatory requirements have been met before authorizing the local HRO to officially notify the candidate(s) selected and extend the offer of employment. In some cases, negotiations may be necessary to reach a consensus on salaries/bonuses. Pay setting when applicable, will involve the SO, CMP, G-8, the OCHR and the candidate. Communication with the candidate should be managed by HRO as the official government representative.

b. The OCHR will make a final job offer after a salary agreement has been reached and background checks have been completed. Neither SOs nor advisory panel members will preempt this process with premature unofficial notifications. Once the selectee accepts the position, HRO will advise the hiring organization involved.

10. Hiring Incentives and Pay Setting

a. Instruction. The command's use of hiring incentives and pay setting must balance the need to attract and retain quality individuals with the

requirement to make the best use of limited resources. Each SO should have basic knowledge of the hiring incentives available, how pay setting will be conducted, and command policies to ensure fairness and consistency. SOs will refer questions to the G-8, CMP, or HRO as appropriate.

b. Hiring Incentives. For the purposes of this Order, hiring incentives include allowances and bonuses authorized in conjunction with hiring actions. Hiring incentives are usually considered when there is difficulty filling billets. Recruitment, Relocation, and Retention (the 3Rs) and Superior Qualifications Appointment (SQA) must be forwarded to CMC (MPC), Director of Civilian Personnel Programs (DCPP), via the servicing HRO, for endorsement prior to submission to the servicing OCHR for final approval and processing.

(1) Highest Previous Rate (HPR). HPR is a discretionary flexibility usually delegated to the head of an installation or activity. HRO will research and recommend to OCHR as to what pay rates may be considered for the purposes of setting pay based on HPR. If the SO wants to pay at a lower rate than the HPR, notification of that decision is required via e-mail from the SO/HRO to OCHR prior to the final job offer being made.

(2) Recruitment Incentive. Recruitment incentives may be authorized employees receiving their first Federal appointment (regardless of tenure) to positions that are difficult to fill.

(3) Relocation Incentive. Relocation incentives may be authorized for current Federal employees, who must relocate, without a break in service, to accept a position in a different geographic area that is difficult to fill, whether the relocation is permanent or temporary.

(4) Retention Incentive. Retention incentives are used to retain an employee (or group/category of employees) that possess unusually high or unique qualifications, or are essential to an organization's special need, and that employee (or group/category of employees) would likely leave Federal service in the absence of an incentive.

(5) Advance In-Hiring Rate (Superior Qualifications Appointment or (SQA). If an activity can offer an applicant a salary based on superior qualifications, the SO/HRO must forward pay setting decisions and any required supporting documentation to OCHR for processing prior to the final job offer being made. NOTE: Military retired pay cannot be considered in establishing an advanced rate under SQA. Existing pay is defined as income that the candidate would have to forfeit by accepting Federal employment. Therefore, the pay of a military member who is retiring or leaving military service cannot be used as existing pay given that the military member, as a result of accepting a position in the Federal Service, since he or she does not forfeit income under those circumstances.