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Personnel

POSITION SELECTION PROCESS

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This procedure is for unit commanders to follow when filling key leadership positions in the 934th Airlift Wing to ensure a consistent, fair, and objective process is used to select the best-qualified candidate. It was developed in response to a tasking from the 934AW Commander's Workshop, 19-20 Apr 97. It implements AFRD 36-20, *Accession of Air Force Military Personnel*.

1. Applicability:

- 1.1. All first sergeant positions.
- 1.2. All E-8 and E-9 positions.
- 1.3. All commissioning opportunities such as deserving airman, UPT/UNT screening, etc.
- 1.4. All unit commander positions.

2. Process. Use the following general procedure and include any specific provisions required by the position or specialty. Do NOT skip any of the steps:

- 2.1. Identify the vacancy as soon as possible. It is critical to have sufficient advance notice to allow the necessary time to "advertise" the position, allow potential candidates time to prepare their submission packages, and to conduct a proper evaluation and selection process. Rushed actions will likely lead to a less than optimum selection.
- 2.2. Review the qualifications and training required in filling the vacancy. Verify the basic AFSC requirements and the specific training requirements with the military personnel flight (MPF). Confirm with the MPF, which specific Air Force instructions (AFI) apply to the qualification and selection process. For example, the selection process for "diamond wearing" first sergeants is prescribed in an AFI.

2.3. Review potential internal candidates for the position to determine a strategy for filling the position.

2.4. Determine strategy for fill (internal to the unit, base-wide or external). Each strategy has advantages and disadvantages:

2.4.1. Internal to the unit. Usually the fastest method to fill a position but can yield less than optimum results since the pool of potential candidates is the smallest. Also can be detrimental to base morale since it appears “only insiders” are offered the opportunity. This strategy applies to only E-8 positions and below. Note that 934AW procedures prohibits commissioning of a deserving airman into an officer position within the same office or functional area.

2.4.2. Base-wide. This method usually takes more time to fill a vacancy but often leads to more qualified candidates. This method may be detrimental to morale within the unit since it appears to limit opportunities for those people within the unit, but is the best method for overall base morale since there is equal opportunity given to all. This strategy is required for all E-9 and officer positions.

2.4.3. External. This method takes the most time, but may yield the highest qualified candidates. This method should be limited to only those situations where the review has determined that no highly qualified candidates exist on base.

2.5. Review the selection strategy and selection criteria with the group commander and establish a cutoff date for applications:

2.5.1. Allow sufficient time for candidates to prepare the required application packages. **NOTE:** commanders should encourage all enlisted personnel interested in a commission take the Air Force officer qualification test (AFOQT) as soon as possible. Awaiting AFOQT results may prevent an individual from being considered.

2.5.2. Determine composition of the interview selection board, including who will serve as President. Use three to five members, with pre-defined written questions to ask, and an objective method of scoring the results.

2.5.3. Establish a tentative time to convene the board. Ensure board members will be available.

2.5.4. Be sure to allow sufficient time in the process for:

2.5.4.1. The MPF or applicable office of primary responsibility (OPR) to review application packages prior to firmly scheduling and convening the board.

2.5.4.2. Notifying and scheduling candidates.

2.6. Announce the vacancy, including cutoff date/time, qualifications, selection criteria, and detailed application instructions. Provide base-wide dissemination of this information:

2.6.1. If training is required, describe the training requirements. Mandatory training requirements to become fully qualified in the Air Force specialty (AFS) at the applicable level are often a key determinant in whether applicants will apply.

2.6.2. If a resume is required, allow sufficient time, at least one unit training assembly (UTA), for the individuals to prepare and submit them.

2.6.3. If additional or unique skills/knowledge are needed or desired (beyond those required for AFS, such as specific computer skills), describe those as “desired qualifications.”

2.7. Gather and review the application packages. Have the MPF or applicable OPR review the packages for all applicants to ensure that they meet the minimum qualifications for the position:

2.7.1. Notify all applicants who do not meet the minimum qualifications as soon as possible and prior to convening the interview board.

2.7.2. Develop a schedule to conduct the interviews or selection board. If feasible, allow all qualified candidates to meet the board to ensure fair and equal treatment. If there are simply too many applicants to interview everyone, establish objective criteria (such as fully qualified and requiring no formal training) to screen and reduce the list. These screening criteria must be logical, defensible and easily explained.

2.7.3. Notify all applicants who have been screened out that they will not be interviewed as soon as possible and the reasons why they were not considered.

2.7.4. Notify all applicants to be interviewed of their scheduled time as soon as possible and the uniform requirements for meeting the board (uniform of the day is usually sufficient). **NOTE:** If a qualified candidate will not be available at the scheduled date/time, you should delay the final decision until they can be interviewed. Telephone interviews may be acceptable to avoid waiting until the next UTA, return from TDY, etc.

2.7.5. Allow sufficient time to evaluate each candidate to ensure fairness. Schedule candidates no more frequently than 15 minutes. If possible, allow 30 minutes.

2.8. Convene the selection board:

2.8.1. Provide board members a copy of each application package prior to the board to allow them to become familiar with the contents. Awards, decorations, officer performance reports, and enlisted performance reports should be included in the packages for consideration.

2.8.2. The board must be consistent in evaluating all candidates. The same questions must be asked of each candidate and each interview must be conducted in the same manner.

2.8.3. The board must quantify the results in order to objectively compare the applicants. Scoring methods should be developed and explained prior to convening the board. The president is responsible for conducting the board consistently and producing objective, quantifiable results.

2.8.4. One recommended scoring method follows:

2.8.4.1. Each board member should score each applicant independently.

2.8.4.2. Score the written package and interview independently on either a 6-10 or a 1-10 scale.

2.8.4.3. Rate the response to each question, total the results, then divide by the number of questions to obtain an overall average.

2.8.4.4. Apply a consistent weighting factor for combining the score for the written package with the score for the questions, i.e. 50%/50% or 40%/60%;

2.8.4.5. Combine the scores from each board member for each individual.

2.8.4.6. Rank order the applicants based upon the total score.

2.8.5. Each applicant's responses should be scored immediately after they leave the room from the interview, while their answers are still easily remembered. (The written package can be scored

at a different time, either before or after the scheduled interviews). It may be helpful for the board members to discuss the applicant's response to each question prior to scoring it, yet they should keep the scores private until the end of all the interviews.

2.9. Make recommendations to the selection authority:

2.9.1. The board president should recommend at least two finalists to the selection authority, for comparison purposes. (As a rule of thumb, the board should recommend the top 20% of finalists to the selection authority.)

2.9.2. The selection authority may choose to personally interview the finalists prior to making a decision, or he/she may simply select the highest rated candidate.

2.10. The board president should announce the selection as soon as possible. He/She should contact each applicant personally and tell them who was selected. Also offer them an opportunity to obtain feedback on how they could have improved their scores. Tell them where they did well, and where they could improve.

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