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TECHNICIAN PERSONNEL

MERIT PLACEMENT PLAN FOR
MILITARY AND COMPETITIVE TECHNICIANS

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SUMMARY OF CHANGES

Adds requirement that Vacancy Announcements with a closing date of "or until filled" will be considered closed sixty (60) calendar days after the initial closing date; removes all references to appointment of competitive technicians, ex., as an exception to competition, DOD Stopper List or New Appointment; adds procedures for selecting from a second group of best qualified candidates; replaces appendicies E and F (Excepted positions only) with new appendicies.

CHAPTER 1**GENERAL PROVISIONS**

1-1. **PURPOSE.** This plan establishes procedures and provides information on the merit placement program for military and competitive technician positions in the Maryland National Guard.

1-2. **POLICY.** It is the policy of the Maryland National Guard that all technician positions be filled by the best qualified individuals available and ensure that all technicians have an opportunity to develop and advance to their full potential. All technician vacancies will be filled on the basis of merit and job-related factors. For purpose of this plan, military requirements are considered as job-related qualifying factors for positions in the excepted service. All actions under this plan will be made without discrimination for non-merit reasons such as race, color, religion, sex, national origin, marital status, membership or non-membership in an employee organization, and age or non-disqualifying physical handicap (except for military requirements for military technicians). Exceptions to the provisions of this plan must be approved by The Adjutant General.

1-3. **SCOPE.** This plan encompasses all technician positions in the State of Maryland. It will be used in filling positions in the excepted and competitive service through initial appointment, promotion, reassignment, reinstatement, demotion and transfer.

1-4. **DEFINITIONS.**

a. **Military Technicians:** Any person employed under Title 32 USC 709 who must hold a military position in the Maryland (Army/Air) National Guard as condition of employment.

b. **Competitive:** Any person employed under Title 32 USC 709 for whom military membership is not a condition of employment.

c. **Selective Placement Factors:** The knowledges, skills, abilities, or other personal characteristics absolutely essential for satisfactory performance of the job.

d. **Military Compatibility:** The concept that all military technicians will be qualified for, and assigned a military skill that is compatible with their full-time technician job and in the same unit by which employed (or a unit that is supported by the employing activity).

e. **Qualified Candidates:** Those applicants who meet the minimum qualifications established for the position.

f. **Best Qualified Candidates:** Qualified candidates (up to 10) who rank at the top when compared with other qualified candidates for a position.

g. **Area of Consideration:** The area in which the agency makes an intensive search for eligible candidates in a specific action.

h. **Minimum Area of Consideration:** The area(s) designated by the promotion plan in which the Agency should reasonably expect to locate enough high quality candidates, as determined by the Agency, to fill vacancies in the positions covered by the plan.

i. **Reassignment:** The change of an employee from one position to another without promotion or demotion (may be voluntary or involuntary).

1-5. **RESPONSIBILITIES.**

a. The Adjutant General is the appointing authority of the Maryland National Guard technician program and is the highest level of authority in the State concerning the overall application of this merit placement plan.

b. The Human Resource Office (HRO) is responsible to The Adjutant General for ensuring that the requirements of this merit placement plan are carried out. The HRO will:

(1) Develop, maintain, evaluate, and revise the program as necessary.

(2) Assure compliance with the program.

(3) Provide guidance and assistance to commanders and supervisors concerning their responsibility under this plan.

(4) Assure that candidates are properly evaluated and certified for placement.

(5) Maintain necessary records.

c. Managers and supervisors will:

(1) Assure that technicians under their supervision are aware of this plan.

(2) Assure that actions effected within their area of responsibility are based on merit without discrimination.

(3) Encourage technicians under their supervision to participate in developmental opportunities and to apply for positions for which they qualify.

(4) Recommend changes to this plan to HRO.

(5) Assure that technicians under their supervision who are absent (military duty, service schools) are considered for position for which they are qualified.

(6) Assure that technicians under consideration for involuntary reassignment have an opportunity to express any concerns. Management then has the option to act on those concerns, continue with the reassignment, or consider other options.

d. Individual technicians are responsible for:

(1) Pursuing developmental opportunities in preparing to assume higher level duties.

(2) Familiarizing themselves with the provisions of this plan.

(3) Assuring that application forms contain accurate and current information concerning qualifications and self-development activities.

(4) Arranging with their supervisors to submit applications for vacancies when temporarily absent from their jobs.

1-6. **MANAGEMENT'S RIGHTS.** Management recognizes that filling technician positions with the best qualified individual available is mission essential. Therefore, management retains the right to:

a. Select or not select from among a group of best qualified candidates.

b. Select candidates from any appropriate source most likely to best meet the mission objectives of the Maryland National Guard.

c. Reassign an individual to another position of equal grade to meet mission objectives.

1-7. RESTRICTIONS ON PROMOTING RELATIVES. The restrictions set forth in 5 U.S.C. 3110. 5 CFR Part 310 are applicable to technicians in both the excepted and competitive service.

CHAPTER 2**EXCEPTIONS TO COMPETITION****2-1. ACTIONS EXEMPT FROM COMPETITION.**

- a. Promotion due to issuance of new classification standards or the correction of a classification error.
- b. Placement of overgraded technicians entitled to grade retention as a result of reduction in force (RIF) or reclassification.
- c. Promotion when competition was held earlier (position advertised with known promotion potential).
- d. Repromotion to a grade or an intervening grade or position from which a technician was demoted without personal cause and not at his or her request.
- e. Promotion resulting from a technician's position being reclassified at a higher grade because of additional duties and responsibilities.
- f. Individual reassigned to a position having no higher promotion potential.
- g. Position change required by RIF regulations.
- h. Temporary promotion of 120 days or less.
- i. Detail to higher grade position or to a position with known promotion potential for 120 days or less.
- j. Selection of a former technician from the Reemployment Priority List for a position at the same or lower grade than the one last held.
- k. Temporary appointments (Excepted only).
- l. Individuals having restoration rights.

CHAPTER 3**POSITION ANNOUNCEMENT AND APPLICATION PROCEDURES**

3-1. **ADVERTISING A POSITION.** When requesting to advertise a position, the immediate or first level supervisor completes a Standard Form 52 (Reference: A Guide to Preparing Standard Form 52 [SF 52] Request for Personnel Action) and forwards, as appropriate (thru ARNG-Chief of Staff; ANG-175th MSS/CC) to the Human Resource Office (HRO) with the following items completed:

- a. Part A. Item 1 indicate "Fill Position"
- b. Part A. Item 5 Immediate/First Level Supervisor
- c. Part A. Item 6 Unit/Activity Manager
- d. Part B. Items 15 thru 18 (when requesting to advertise a position at a lower grade or grades, so indicate or contact the Personnel Staffing Specialist in the HRO).
- e. Part B. Item 22 include if ARNG: AMSCO and Manning Document Numbers; if ANG: Program Element Code and Functional Account Code Numbers.
- f. Part B. Item 39
- g. Part B. Item 44 Position Record Number
- h. Part D. (1) Recommended Area of Consideration, (2) Recommended Selective Placement Factors, if used, (3) Amount of time announcement is to remain open (if other than 30 days). Failure to properly complete the SF 52 could delay advertising the position.

3-2. **VACANCY ANNOUNCEMENTS.** When a vacancy is not going to be filled as an exception to competition (see Chapter 2), the vacant position will be announced/advertised. As a minimum, the vacancy announcement will contain the following information.

- a. Title, series, grade, and salary range of the position.
- b. Type of appointment - excepted or competitive.
- c. Military requirements (officer, warrant officer, enlisted) and compatibility requirements.

- d. Organization and geographic location of the position.
- e. Summary of duties and minimum qualification requirements.
- f. Selective placement factors, if applicable.
- g. Information regarding known promotion potential, if applicable.
- h. Opening and closing dates and how to apply.
- i. Equal employment opportunities.

3-3. **POSTING OF VACANCY ANNOUNCEMENTS.** Unless approved by The Adjutant General or the Human Resource Officer, Technician Vacancy Announcement will remain open for a minimum of thirty (30) calendar days. It could be necessary to leave an announcement open beyond the initial closing date. In these situations the closing date would be the actual date plus the words "or until filled". Announcements must be posted on bulletin boards in easily accessible areas to ensure that all interested persons are aware of the vacancy. The announcements will remain posted until close of business on the closing date, and must not be removed from the bulletin boards any earlier unless instructed by the HRO. "OR-UNTIL-FILLED" announcements, however, will be removed and considered "closed" sixty (60) calendar days after the initial closing date.

3-4. **AREAS OF CONSIDERATION.** The area of consideration for each specific position vacancy announcement will be that deemed most appropriate by the HRO, through coordination with the requesting official, to ensure the receipt of sufficient highly qualified candidates. The type of position, availability of candidates, position qualifications, budgetary limitations, and compatibility requirements will be considered in determining the area of consideration. Management can extend the established area of consideration for a particular placement action when it has been determined that the initial area did not produce a sufficient number of highly qualified candidates. The following are examples of frequently used areas of consideration:

- a. Excepted MDARNG position. (As appropriate) Current Officer, Warrant Officer, Enlisted members of the Maryland National Guard.
- b. Excepted MDANG position. (As appropriate) Current Officer, Enlisted members of the Maryland Air National Guard and those eligible for membership.

c. Excepted MDARNG position. (As appropriate) Currently employed MDARNG Officer, Warrant Officer, Enlisted Technicians.

d. Excepted MDANG position. (As appropriate) Currently employed MDANG Officer, Enlisted Technicians.

e. Competitive MDARNG or MDANG position. Employees of the Maryland National Guard (Army/Air) who are serving under a Career or Career-Conditional Appointment.

3-5. **APPLICATION/RESUME PROCEDURES.** Applicants may submit either the Optional Form 612 (Optional Application for Federal Employment), a Resume or any other written format containing the information outlined in the vacancy announcement. A separate application or resume is required for each vacancy announcement. The application or resume must arrive at the Human Resource Office no later than 5:00 p.m. on the closing date indicated on the vacancy announcement. Applications or resumes which do not include all the information requested in the vacancy announcement may result in the applicant(s) not being considered for the position.

In addition to the application or resume applicants are requested to submit OPM Form 1386 (Background Survey Questionnaire 79-2), which may be reproduced locally. **OPM Form 1386** will not be used in the selection process. The information provided will be used for statistical purposes only, and disclosure by the applicant is discretionary.

a. Applicants not currently commissioned, applying for a position requiring commissioned status, must submit evidence of eligibility for a commission. A certification by the appropriate military personnel office of qualifications for appointment will accompany the individual's application or resume.

b. Technicians whose absence may preclude them from having knowledge of, or applying for, a vacancy may request in writing that applications or resumes be submitted for them by their supervisor.

c. Technicians on military duty who have restoration rights to a technician position are entitled to be considered for any technician promotions for which they are qualified during their absence. If they are serving on military duty against positions of the Maryland National Guard, they have an opportunity to see and apply for technician vacancies in accordance with (IAW) paragraphs 3-2 and 3-3 of this Chapter.

Individuals whose military duty will remove them from the Maryland National Guard or separate them geographically from Maryland National Guard locations during their period of military duty may request to be placed on a mailing list to receive copies of pertinent technician vacancy announcements during their absence. It will be the responsibility of these individuals to keep the HRO informed of any changes to their mailing address.

CHAPTER 4**PROCESSING APPLICATIONS/RESUMES**

4-1. **BASIC ELIGIBILITY.** Applications or resumes will be reviewed by the HRO staffing specialist to determine basic eligibility. Applicants who meet the minimum qualifications and are within the Area of Consideration, will be considered basically eligible. NGB Form 300-2, Initial Worksheet, will be used to record basic eligibility. Applications or resumes from ineligible applicants will be retained in the HRO. A letter will be sent to those applicants explaining the reason(s) why they were ineligible or not qualified.

4-2. **SELECTIVE PLACEMENT FACTORS.** The selective placement factors will be determined in advance of advertising a position and will be stated in the vacancy announcement. When used, they are a part of the basic eligibility requirements for the position.

4-3. **EVALUATION.** All eligible candidates, up to 10, will be certified to the selecting official. If there are more than 10 qualified candidates only the 10 best qualified, using the evaluation procedures outlined in Chapter 5, will be forwarded. The HRO may appoint a panel of three members to determine those candidates who are best qualified. One member will be a HRO staff representative and other two members must have technical expertise in the occupational area in which the vacancy exists.

CHAPTER 5**EVALUATING CANDIDATES**

5-1. **JOB ANALYSIS.** When it is necessary to refine a list of eligible candidates through the evaluation process, a job analysis will be conducted by the HRO to determine the knowledges, skills, and abilities (KSA's) that will in turn be used to identify high quality candidates for referral to the selecting official. The KSA factors will be recorded on NGB Form 300-3 for use in evaluating candidate's qualifications. Three (3) to eight (8) KSA factors will be used.

5-2. **EVALUATING EXPERIENCE.** After the KSA's needed for successful performance in the job have been identified through the job analysis, the applications and Official Personnel Folders will be used to gather job-related background data to be used in the evaluation process. Experience will be evaluated in terms of type and quality in relation to the requirements of the position. Length of service or experience will only be used when there is a clear relationship with quality of performance or when necessary to break ties when all other ratings are equal. Experience will be rated in categories and point values assigned as shown below on each KSA determined in the job analysis:

a. **"A" Level Experience.** Candidate possesses type and quality of experience that substantially exceed the basic requirements of the position, including selective placement factors, and that would allow the candidate to perform effectively in the position almost immediately or with a minimum of training and/or orientation.

b. **"B" Level Experience.** Candidate possesses type and quality of experience that exceed the basic requirement of the position, including selective placement factors, and that would allow the candidate to perform effectively in the position within a reasonable period of time (3 to 6 months).

c. **"C" Level Experience.** Candidate satisfies the basic requirements of the position with respect to experience, including selective placement factors, but:

(1) Type and quality of experience beyond that which is basically required is minimal, and/or

(2) Extensive additional training and/or orientation would be required to enable the candidate to satisfactorily perform the duties of the position.

d. **Point Values.** The point values assigned to A, B, and C levels are determined by the number of KSA factors used (see Figure 1). Points are then totalled for each candidate and transferred to NGB Form 300-4.

FIGURE 1. POINT VALUES OF CATEGORY RATINGS

Three KSA Factors	Four KSA Factors	Five KSA Factors	Six KSA Factors	Seven KSA Factors	Eight KSA Factors
A 33.3	A 25.0	A 20	A 16.6	A 14.2	A 12.5
B 28.3	B 21.2	B 17	B 14.1	B 12.1	B 10.6
C 23.3	C 17.5	C 14	C 11.6	C 10.0	C 8.7

(Using five KSA factors a candidate's combined category rating AABBC (20, 20, 17, 17, 14) converts to 88.)

5-3. **EVALUATING PERFORMANCE.** The HRO will forward NGB Form 300-1 to applicant's supervisor for completion and return. The supervisor rates all elements on the form pertaining to the technician's current position (Instructions for appraising technicians and assigning ratings to the elements are on the form.). During the job analysis process, different performance elements are identified for use in this segment of the evaluation process. The elements (at least seven) selected are those necessary for successful job performance. These elements are then combined to arrive at a total appraisal score. The appraisal score is computed by totalling the numeric value of those elements (at least seven) that make up the pattern for the position being filled; divide that result by the number of rating elements; multiply that result by 10 (the final result cannot exceed 50).

5-4. **AWARDS.** Credit is awarded for pertinent honorary and monetary awards and outstanding/excellent performance ratings conferred at the next lower grade or for positions classifiable at two-grade intervals at the next lower qualifying grade. When outstanding performance was recognized by both an outstanding/excellent performance rating and a monetary or honorary award for the same period of time only one of the two will be credited. The HRO staffing representative will analyze the awards record to assess the qualifications demonstrated and their bearing on the requirements of the position filled. The recency of the award or rating is also considered to assure that current qualifications are reflected. Awards that are more than three (3) years old will not be considered. A maximum of six (6) points may be credited for this factor. Points are assigned as follows:

FIGURE 2. POINT VALUES OF AWARDS

	1st yr	2d yr	3d yr
Outstanding Performance Rating	3	2	1
Excellent Performance Rating	2	1	0
Sustained Superior Performance (Cash Award or QSI)	1	1	0
Suggestion Award	1	0	0

5-5. **TRAINING AND EDUCATION.** A maximum of two points will be awarded for this factor. This refers to training and education, other than that credited for basic eligibility that was not considered elsewhere in the evaluation process, which is relevant to the position.

5-6. **OVERALL RATING.** The overall rating for each factor (experience, performance, training and education, and awards) will be combined, and the total score for all factors recorded on NGB Form 300-4.

5-7. **REFERRAL AND SELECTION CERTIFICATE.** The top candidates arrived at through the evaluation process will be listed on the selection certificate as outlined in Chapter 6.

CHAPTER 6**REFERRAL AND SELECTION PROCEDURES**

6-1. **REFERRAL OF CANDIDATES.** Following the determination of basic eligibility and evaluation of candidates as outlined in Chapter 5 (if applicable), the HRO will:

a. Certify to the selecting official up to ten (10) qualified candidates. Candidates will be listed alphabetically.

b. In the case of an announcement with a closing date of "or until filled", up to ten (10) qualified candidates whose applications were received in the HRO prior to close of business on the initial closing date will be certified to the Selecting Official. If a selection is not made from this initial group, the Selecting Official may request additional candidates, if available. This process may continue until a selection is made, but will not exceed sixty (60) calendar days beyond the initial closing date. If after sixty (60) calendar days a selection still has not been made, the announcement will be considered, "closed".

c. Notify in writing those individuals who were rated as basically qualified but not submitted for consideration.

6-2. **ACTION BY THE SELECTING OFFICIAL.** The selecting official is entitled to select or nonselect any candidate referred to him/her. Upon receipt of the selection certificate, the selecting official:

a. Will consider Eligibles. It is the policy of this State that all applicants listed on a selection certificate be given the opportunity to be interviewed. Every effort should be made to conduct personal interviews. If not possible, telephone interviews may be conducted. Reasonable exceptions to this policy should be cleared by the HRO. Should any personal relationship exist between selecting supervisor and any referred candidates, (relatives, close personal friends) the supervisor should refer the selection in writing to the next higher supervisor.

b. Should convene an interview panel of no less than three (3) individuals. The panel must include the immediate supervisor and where possible the composition of the panel should include minorities and females. However, the panel will not include any employee subordinate to the vacant position. The purpose of the panel is to create a non-partisan atmosphere to fairly and thoroughly examine each applicant's credentials. The panel is an informal process established by the selecting official and the ultimate selection decisions are still the responsibility of the selecting official.

c. Will coordinate with the appropriate Military Personnel Office (Army/Air) to ensure there is a compatible military duty position available and the selectee meets all qualifications and requirements for the military duty position **prior** to assignment to the technician position.

d. Should allow enough lead time to ensure SF's 52 used for initial appointment reach the HRO no later than ten (10) calendar days preceding the beginning of the next full pay period.

e. Should allow enough lead time to ensure SF's 52 used for all other personnel actions reach the HRO by close of business on the Tuesday preceding the beginning of the next full pay period.

NOTE: Provisions of 6-2 d and e above are established to allow reasonable time for processing required paperwork and forwarding to the appropriate payroll office. Exceptions must be coordinated with the Chief of the HRO Military Technician Branch in advance of the action, and after receipt of the approved personnel action from the Chief of Staff (Army) or the Deputy Commander for Support (Air) as appropriate.

f. Will complete the following (where appropriate) and return to the HRO.

(1) Referral and Selection Certificate (Appendix F).

(2) Military Position Compatibility Certificate
Appendix E).

(3) Affirmative Action Certificate (Appendix G)

(4) Standard Form 52 indicating kind of action requested.

g. If all candidates are rejected, the selecting official must return the certificate to the HRO with full justification as to why a selection could not be made.

6-3. ACTION BY THE HRO.

a. A representative of the HRO will notify candidates in writing of selection/non-selection.

b. Arrange for a release date (if selectee is transferring from another Federal Agency).

c. Prepare promotion file (see Chapter 7).

6-4. RELEASE OF SELECTEE. After selection for promotion/placement, a technician must be released promptly from his/her present position. Release will normally be within two (2) weeks after selection. Release should be coordinated between the gaining and losing supervisors with consideration given to mission requirements. Any disputes should be resolved by the supervisory level having responsibility over both areas.

CHAPTER 7**PLACEMENT RECORDS**

7-1. **PURPOSE.** Merit Placement Files will be maintained in the HRO to.

- a. Provide a clear record of the action taken.
- b. Evaluate the merit placement program.
- c. Provide proof that merit placement actions are being made on a fair and equitable basis in accordance with this plan.

7-2. **RECORDS REQUIRED.** Sufficient records are required to allow reconstruction of the placement action. As a minimum, the following information and forms will be retained in the record.

- a. Copy of the vacancy announcement.
- b. Names of all applicants (NGB Form 300-2).
- c. Supervisory appraisal of each candidate, if appropriate.
- d. Forms used in the evaluation and rating process, as appropriate.
- e. Referral and selection certificate signed by selecting official.
- f. Applications, resumes, and other forms used in the evaluation and rating process, as appropriate.

7-3. **DURATION.** Records will be maintained for a minimum of two (2) years. If a grievance is pending, records will be maintained until resolution.

7-4. **PRIVACY PROTECTION.** Information relating to individual placement actions or to the candidate will not be discussed with or shown to unauthorized individuals. Supervisors and personnel specialists participating in merit placement actions will not disclose the details of their work to unauthorized persons.

CHAPTER 8**GRIEVANCES AND COMPLAINTS**

8-1. **GRIEVANCES.** A technician who believes that proper procedures were not followed in a particular placement action for which they were an applicant may present a grievance in accordance with Maryland National Guard TPR 771 or negotiated labor agreement if applicable. A grievance will not be considered when it is based solely on nonselection.

8-2. **DISCRIMINATION COMPLAINTS.** Allegations of discrimination because of race, color, religion, sex, handicapping condition, or national origin made during any phase of the selection process will be considered under the Maryland National Guard Equal Employment Opportunity Program.

8-3. **OTHER.** Other complaints or inquiries including those made by non-technician candidates should be directed to the HRO. All such inquiries will be considered and every effort made to resolve such complaints.

CHAPTER 9**UPWARD MOBILITY PROGRAM**

9-1. **PURPOSE.** This chapter provides objectives, responsibilities, planning, and procedures; and establishes evaluation and reporting requirements for implementation of upward mobility for the Maryland National Guard Military technician workforce.

9-2. **NATIONAL GUARD POLICY.** The National Guard will carry out and support Executive Order 11478 requiring full use of the skills of employees. Public Law 92-261 (Equal Employment Opportunity (EEO) Act of 1972) requires the head of each executive department to develop EEO affirmative action plans with a provision for the establishment of training and education programs designed to provide employees maximum opportunity to advance so as to perform at their highest potential necessary for mission accomplishment. This policy will be executed without regard to race, color, religion, age, physical handicap, or other non-merit factors.

9-3. **DEFINITIONS.**

a. **Upward Mobility:** A systematic management effort that emphasizes through National Guard Bureau policy the development and implementation of specific career opportunities for technicians (below GS-09 or WG equivalent) who are in positions that do not enable them to realize their full work potential. Training and developmental efforts primarily aimed at improving current occupational performance is not considered upward mobility.

b. **State Upward Mobility Plan:** A plan developed annually by the HRO that establishes local upward mobility objectives, guidance, and implementation procedures.

c. **Job Restructuring:** A method or technique of developing a different pattern of positions in an organization in which essentially the same amount of work is accomplished. Job restructuring and upward mobility are not synonymous. Job restructuring is a means of obtaining a goal. Upward mobility is a goal in itself just as career development and job enrichment are goals.

d. **Target Position:** A full performance level position specifically identified for an upward mobility participant to fill upon completion of required training.

e. **Transition Position:** An entry level or "bridge position" specifically designed and established below the grade or the target position. A transition position enables a technician who satisfactorily completes the required training to become qualified for the target position.

f. **Dead-end Position:** A position (below GS-09 or WG equivalent) that lacks career development opportunities or promotion potential.

g. **Individual Development Plan (IDP):** A plan that sets forth the participant's training and development assignments required to qualify for a specific target position. Appendix H is a sample upward mobility IDP.

h. **Self Development:** The education and training technicians provide for themselves according to their career interests or that contribute to their general growth.

i. **Participant/Trainee:** An on-board (military or competitive) technician (below GS-09 or WG equivalent) who applies for an upward mobility position and is competitively selected.

9-4. OBJECTIVES.

a. To provide advancement opportunities into journeyman level positions for all Federal technicians, military and competitive who are in dead-end jobs.

b. To identify career positions that support the development (upward mobility) of participants.

c. To expedite placement of participants into technical, administrative, paraprofessional, and craft/trade careers.

d. To motivate technicians toward high achievement and create a climate conducive to high morale.

e. To encourage personnel in dead-end jobs to apply for positions in the upward mobility program to ensure that there are an adequate number of candidates to select from.

f. To establish reporting systems, cost systems, and budgeting for upward mobility program training and evaluation.

9-5. **ELIGIBILITY REQUIREMENTS.** To be eligible for participation in the upward mobility program, a technician must have permanent status, be in Tenure Group I, and in a dead-end position below GS-09 or WG equivalent. Military grade requirements for a specific target position need not be met at the time the technician enters the transition position. Such requirements, however, must be met before the technician enters the target position. Technicians serving under competitive appointments must meet appropriate military requirements prior to placement in positions requiring military membership (Excepted Service).

9-6. **RESPONSIBILITIES.**

a. The Adjutant General will assure:

(1) A State upward mobility plan is developed and implemented in accordance with NGB TPM 713.2.

(2) Managers and supervisors receive orientation and training to explain and promote the upward mobility program objectives and to counsel technicians.

(3) Adequate resources are provided for the program including provisions for financial planning and budgeting as a regular part of the budget planning cycle.

b. The Human Resource Office will administer the program by accomplishing the following:

(1) Designate a personnel staff member to serve as upward mobility coordinator.

(2) Develop the State upward mobility plan.

(3) Participate in the functional development of the program by assisting managers and supervisor identify target positions, transitions positions, and write draft position descriptions for restructured positions. Decisions derived from these actions should be closely coordinated with the appropriate NGB Regional Personnel Center.

(4) Publicize and announce upward mobility position and training opportunities.

(5) Rate, rank, and refer applicants for selection in accordance with this regulation.

(6) Participate with functional managers/supervisors and trainees, as appropriate, in preparing and implementing IDPs.

Insure:

(a) Education and training programs are geared to known and projected mission and organization requirements and are provided in a cost-effective manner through State, DoD, interagency Office of Personnel Management (OPM), and on Government facilities.

(b) Whenever economical and feasible, education and training are provided on site and during normal duty hours for trainees who have been competitively selected for upward mobility positions.

(c) To the extent possible, flexible duty hours are encouraged to permit off-the-clock training for eligible technicians who have not been selected for upward mobility positions but wish to become more competitive for future positions through self-development efforts.

(d) Supportive financial planning and budgeting actions are completed in cycle.

(7) Take appropriate action when a trainee fails to meet performance requirements of the program or desires to withdraw from the program. Among such actions are:

(a) Reassignment to former position if the position is vacant.

(b) Reassignment to another position of equal duties, responsibilities, and grade.

(c) Repromotion to former grade provided the trainee had voluntarily requested a downgrade to enter upward mobility program. The repromotion would be subject to competitive merit placement procedures.

(d) Adverse action accordance with NGB TPR 715.

(8) Adjust pay as necessary in accordance with 5 CFR parts 531 and 536, Salary Retention and FPM Supplement 532-1, subchapter S9, Pay Retention Under the Federal Wage System. If otherwise qualified, technicians who take downgrades in order to become upward mobility participants are entitled to salary retention.

(9) Formulate procedures to expedite the placement of technicians who satisfactorily complete training and meet qualification requirements for designated target positions.

(10) Develop qualification standards when standards do not exist for the grade level of the transition position.

(11) Monitor the operation of State upward mobility plans in relation to overall equal employment opportunity objectives.

(12) Identify the skill, knowledge, and ability requirements that must be accomplished through training and job experience in order for participants to progressively qualify for specific target positions.

c. Functional managers and supervisors will:

(1) Participate with the HRO in identifying transition positions and restructuring existing positions compatible with mission and organization requirements.

(2) Participate with the HRO in identifying target positions through an analysis of staffing needs based on occupations, missions, organizational structure, and work force requirements of the functional unit.

(3) Counsel and encourage eligible technicians to apply for program participation.

(4) Select applicants for program participation in accordance with State merit placement procedures and the provisions of this chapter.

(5) Participate with trainees and HRO, as appropriate, in developing and implementing IDPs.

(6) Keep participants informed of their performance and progress on a regular basis.

(7) Inform the HRO of any participant who is not progressing satisfactorily, and request guidance on appropriate action to take.

9-7. **PROCEDURES.**

a. Preplanning Phase.

(1) Identify manpower needs, assess the present skills of the work force, establish program objectives, develop plans and strategies, and gain top-level support.

(2) Determine the extent of upward mobility problems and the target population for the program by analyzing or identifying:

(a) Job patterns that prevent lower level technicians from moving into positions that could more fully use their skills, training, and ability.

(b) Occupational series and grade levels where technicians are dead-ended because only a few opportunities for progression exist.

(3) Review technician/military compatibility requirements for positions to identify helpful (various military training and development programs) as well as hindering upward mobility factors. By doing this, future upward mobility efforts can be more productive.

b. Primary Development Phase.

(1) Identify target positions by conducting organization and job analysis. Insure:

(a) Staffing surveys include projections of needs based on attrition, changing technologies, new equipment, and personnel changes that create vacancies.

(b) Current positions are examined to decide if they can be used as transition positions or if the basic job requirements can be restructured.

(c) Careful consideration is given to the implications of military grade requirements before identifying a position as an upward mobility target position.

(2) Write draft descriptions for new positions and forward them to HRO for final action.

c. Secondary Development Phase.

(1) Establish merit selection procedures using the qualification standards for positions identified. Follow the principle that each element included in the qualification standard is to be evaluated based on the technician's potential to perform the target job.

(2) Assessment of applicants should be based on a review of work history, self-development efforts to include education and training activities outside of jobs, performance and interview appraisals, records of awards and honors, etc. The objective is to assess the level of competence and potential for each job standard regardless of where or how the attributes were achieved. Also when assessing applicants, carefully consider the military grade requirements of the target position. Military age restrictions related to commissioning should be taken into account if the target position can only be filled by an officer.

9-8. TRAINING.

a. The essence of the upward mobility program is to meet current and projected staffing needs by designing and managing positions to enable high potential/technicians to enter career fields that will permit them to develop commensurate with their potential. To accomplish this end, individual training plans will be developed for all technicians competitively selected for upward mobility positions at less than the full performance level. The training plan will be designed to assure the technician receives all the formal education, classroom training, and/or experience on the job training (OJT) required to fully qualify the technician for the target position.

b. In developing individual development plans, training must be related to the performance of official duties in a position commensurate the technician's potential. All training programs developed within the spirit and intent of the upward mobility program fall within the bounds of Chapter 41 of Title 5, United States Code (formerly the Government Employee Training Act). Congress fully anticipated the law would be used to fund training for advancement as well as for the performance of an employee's current official duties. The restrictions in Chapter 41 are: (1) the prohibition on training for an academic degree in order to qualify for a position for which the degree is a basic requirement and (2) the prohibition on training an employee in a non-Government facility for the purpose of filling a position by promotion if there is in the agency concerned another employee of equal ability and suitability who is fully qualified and available.

c. Other pertinent requirements of particular significance that affect training in support of upward mobility programs are the following:

(1) When technicians are training at Government expense, the training must meet the National Guard need for trained manpower.

(2) The National Guard must use merit promotion procedures in selecting technicians for upward mobility training.

9-9. LENGTH OF TRAINING AND DEVELOPMENT.

a. The length of training may take up to two (2) years depending upon (1) the time required to equip the technician with the skills and specific knowledge necessary in the target position and (2) the technician's ability to perform the duties of the position satisfactorily.

b. To avoid frequent minor amendments to IDPs caused by variations in mission and organization, changes in concepts or methodology in subject fields, or trainee needs, it is permissible to.

(1) Adjust training time as appropriate in individual cases to cover contingencies such as sick leave, emergency annual leave, military leave, or participant's inability to grasp a portion of training.

(2) Change the sequence of training to allow learning experiences to be responsive to actual work situations.

(3) Add or modify subject matter material that duplicates education/training the participant may be receiving through self-development efforts.

(4) Delete or modify subject matter material that duplicates education/training the participant may be receiving through self-development efforts.

9-10. **EVALUATION AND COUNSELING.**

a. Evaluation: Within 30 days after assignment to an upward mobility trainee position, an evaluation will be made to:

(1) Assess training needs of the technician based on the requirements of the target position.

(2) Design an IDP in writing to meet the training needs (Appendix H is a sample IDP).

Written supervisory reports on the technician's use of training received an overall development in the transition position should be made at regular intervals not to exceed 90 days. A sample format for a Supervisor Review of Technician Progress is shown in Appendix I. Technicians will be expected to evaluate the training program in which they are engaged. Appendix J is a sample format for this purpose.

b. Counseling: Functional managers/supervisors and representatives from the HRO will provide a full range of coordinated counseling and guidance services to participants. The participants will be helped to plan and achieve realistic career goals. Formal counseling of participants by the supervisor will be conducted at least once quarterly. Informal counseling will be performed as need. Counseling sessions will include, as appropriate, a discussion of work performance, training progress, career opportunities, and any work-related problems.

Completion of Evaluation of Upward Mobility Training forms (Appendices I and J) will indicate the required counseling has been performed.

The originals of the forms will be filed on the temporary side of the technician's official personnel folder (OPF) in the Human Resource Office. One copy of each form will be maintained by the supervisor and the technician. The supervisor's copies will be filed in the supervisor's folder together with the technician's NGB Form 904-1.

9-11. **ANNUAL UPWARD MOBILITY PLAN.** The HRO will submit an Annual Upward Mobility Plan together with the EEO Affirmative Action Plan to NGB-HR. The plan must be developed in accordance with NGB TPM 713.2. and must contain the following information:

a. Total number of target positions by occupational series and position title, to be filled through upward mobility during the plan year.

b. Procedures for communicating with counseling, selecting, and placing eligible technicians.

c. Description of training and development programs available to technicians selected for upward mobility.

d. Evaluation and reporting procedures.

e. Program accomplishment to include:

(1) Total number of position vacancies filled competitively below GS-10 and WG equivalent in all series and from all sources.

(2) Number of technicians below GS-09 or WG equivalent who participated in one or more upward mobility program activities and who were promoted or reassigned into (a) the same occupational series or (b) a different occupational series.

(3) Number of technicians below GS-09 or WG equivalent who participated in one or more upward mobility program activities but who were neither promoted nor reassigned.

(4) A narrative section covering points not reflected in the numerical data to include an explanation of major problems encountered.

9-12. **REQUIREMENTS.**

a. Each Selecting Official will prepare and forward to the HRO a list of those positions in the nominating jurisdiction which could be filled by not fully qualified technicians without materially affecting the unit's mission. Such positions could be officer positions which could be filled by enlisted personnel while completing officer training; positions which require completion of certain military/civilian training to be fully qualified; or positions which, but for years of experience, a technician could qualify by having met the military specialty requirements. At least annually, as of 1 January, the list will be prepared and submitted to HRO. **NEGATIVE REPORTS ARE REQUIRED.**

b. The HRO will:

(1) Review each list and determine if lower-graded position descriptions already exist.

(2) Where necessary, draft addenda to current positions descriptions to lower the qualification requirements, duties and responsibilities, and grades, coordinating as necessary with the NGB Personnel Center and the supervisors concerned.

(3) When requests for vacancy announcements are received for positions on the list of upward mobility positions, prepare and distribute the special upward mobility announcement.

(4) After selection, and in conjunction with the technician and the supervisor concerned, prepare the IDP.

(5) Prepare the annual upward mobility plan and program costs analysis in accordance with NGB TPM 713.2.

Users of this publication are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to MDNG-AG-HRO 5th Regiment Armory, Baltimore, Maryland 21201-2288.

BY THE ORDER OF THE GOVERNOR:

JAMES F. FRETTERD
Lieutenant General (MD), MDNG
The Adjutant General

OFFICIAL:



CHARLES F. DENMEAD
COL, GS, MDARNG
Human Resource Officer

DISTRIBUTION:

- 1 - Each Full-Time Support Managers/Supervisors (Army/Air)
- 1 - NAGS Local R3-81
- 1 - NFFE Local 1692

**MERIT PLACEMENT PROGRAM
EVALUATION OF PERFORMANCE DATE**

NAME OF CANDIDATE	TITLE AND GRADE	ORGANIZATIONAL UNIT
PREPARED BY (Signature)	TITLE AND GRADE]	ORGANIZATIONAL UNIT
WORK RELATIONSHIP TO CANDIDATE		PERIOD COVERED BY THIS EVALUATION
<input type="radio"/> IMMEDIATE SUPERVISOR <small>(SUPERVISOR)</small>		To

TO THE RATER

The information you furnish on this form *will* be an important element in determining which **candidates** are best qualified for competitive placements. Successful placements depend upon matching candidates abilities to job requirements. You are asked to describe this candidate's performance so that his abilities will be clear to evaluation panels and management officials.

Elements of performance are grouped under general headings. First mark each to show its importance in the candidate's job. In the appropriate box put:

- if that element is of no importance or of only minor importance.
- J** if that element contributes but is not essential to job performance.
- if that element is important in the job.

Then mark each element with the number of the statement that best describes the candidate's performance with respect to that element. Mark:

- (5) If the candidate's performance exceeds expectation to such an extent that it warrants **special** mention for placement consideration.
- (4) If the candidate has demonstrated ability to a degree that is clearly above that expected of a fully competent employee and you would expect him to display the same degree of ability in another position.
- (3) If the candidate has demonstrated ability to the full extent expected of a thoroughly competent employee and you would recommend him with confidence for another position in which the ability is important.
 - (2) If the candidate's performance is acceptable but you would have some reservations about recommending him for another position in which the ability is important.
- (1) If the candidate's performance exhibits some definite weakness in this respect.
- (C) If the candidate does not have the opportunity on the job to show ability in this respect.

It is expected that most elements of performance will be accurately described by a 3. Remember that almost everyone rated in this program has been through careful screening to reach his current position. A "3" describes thoroughly competent performance that is expected of a selected group and a 5 or a 4 goes well beyond this high standard.

All ratings must be supported by facts, with examples if possible.

Use the space under "Comment" to expand on the information about performance conveyed by your element ratings in a manner useful to a panel matching abilities to job demands. Use specific terms and examples and avoid generalities. Do not limit your discussion to the elements given under such heading if the candidate has demonstrated other **significant** job-related capabilities or weaknesses in that area.

After completing the evaluation, write the number and letter of the three elements in which the candidate has shown the greatest capability. In the space provided, then give the candidate a narrative description of his overall performance in relation to the **standards** you hold for the job.

Discuss your evaluation *with* candidate so that he *will* know how he is measuring up to the **standards** you are applying to performance on the job. Ask the candidate if he believes you have overlooked any of his strong points. Give the candidate the opportunity to add any remarks he wishes to make in the spaces provided for that purpose. This discussion can serve as a guide to the employee in realistic career planning.

ON JOB PERFORMANCE

I. 108 KNOWLEDGE

- Q Breadth and depth of knowledge of general occupational field
- Q b. Experience and knowledge needed for specific jobs,

(In narrative describe fields of special competence and, as appropriate, comment on developmental progress and needs in similar jobs.)

COMMENT:

2. WORK PRODUCTS

- O a. Turns out complete, high-quality products.
- Q b. Produces large quantity of work or completes projects quickly.
- CI Meets deadlines.

COMMENT:

3. COMMUNICATIONS SKILLS

- O a. Displays skill in oral expression: organization of ideas adapting to the listener and situation clarity of expression, effective use of language.
- b. Can address groups formally.
- a c Writes well: writing is clear correct, well-organized complete, appropriate in style and language. (In narrative, state type of writing: e.g. general, Congressional or policy correspondence reports, instructions: research paper.)

COMMENT:

4. WORKING RELATIONSHIPS

- O a. Within immediate organization gets along with co-workers, is good group worker. Heeds others' points of view.
- O b. Outside immediate organization wins respect and cooperation of peers management officials in other agencies or general public (In narrative, state type or nature of contracts.)

COMMENT:

IMPORTANCE
JOB

PERFORMANCE

S. JUDGMENT AND PROBLEM SOLVING

- 3. Gets to the root of the problem and makes sound proposals. decisions
- b. Foresees probable consequences of actions or recommendations
- c Can analyze situations, determine issues, gather sufficient facts, weigh alternatives, and arrive at useful conclusions in making studies or in staff-type assignments
- d. Recognizes situations that supervisor should be consulted on at informed of.

COMMENT:

6. ADAPTABILITY AND CREATIVITY

- a. Recognizes new needs and need for new approaches.
- b. Displays reativity Cod originality in attaining work objectives.
- c. Adapts readily to changes in program direction or in procedurs.
- d. Gives an extra portion when the job requires.

COMMENT:

7. RESPONSIBILITY AND INDEPENDENCE

- a. Carries out assignments on his own: can work with success independently
- b. Reacts with understanding to opposing views or obstacles to accomplishment.
- c. Sea that necessary things get done.
- d. Can be depended upon in terms of presense on ..^..e job, effective u se of tone.
- e. Accepts responsibility.

COMMENT:

8. OTf M SfRE.'YGZ'fB dwrria; Vedal eseatiaa

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KNOWLEDGES, SKILLS, AND ABILITIES CATEGORY WORKSHEET

VACANCY NUMBER:

POSITION:

CANDIDATES

POINTS

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5.																	
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DOCUMENTATION

PANEL DATE

SIGNATURE OF PERSONNEL REPRESENTATIVE

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RATING WORKSHEET													VACANCY NUMBER			
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4 AWARDS																
5 TRAINING AND EDUCATION																
TOTALS																
DOCUMENTATION																
PANEL DATE		SIGNATURE OF PERSONNEL REPRESENTATIVE														

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(Type or print clearly in dark ink)

POSITION TO BE FILLED:

CERTIFICATION
ARMY AND AIR NATIONAL GUARD
TECHNICIAN/MILITARY COMPATIBILITY

(Title)

(PDCN)

(Series/Grade)

TO BE COMPLETED AND COORDINATED WITH MILITARY PERSONNEL BY SELECTING OFFICIAL

INDIVIDUAL SELECTED:

VACANCY ANNOUNCEMENT NO.
(When Applicable):

UNIT/ACTIVITY:

SELECTING OFFICIAL MUST COMPLETE THE APPROPRIATE ITEM(S) BELOW:

a. The individual I have selected is military qualified for, and presently occupying a compatible military position as required by NGR 600-25/ANGI 36-102, 31 Mar 95.

(Unit) (TOE/UMD Position) (DMOS/SSI, DAFSC)

b. The individual I have selected is not a MDNG Air/Army member, but will be on Date: and assigned to: Unit: DMOS/SSI/DAFC: Proof of MDNG membership must be forwarded to the HRO before technician appointment can be initiated.

c. The individual I have selected is not in a compatible position/unit of assignment however, action will be initiated to assign individual to Unit: , TOE/UMD Position: , DMOS/SSI, DAFSC: A copy of the reassignment order must be furnished to and approved by the HRO before the technician personnel action is processed.

d. The individual I have selected is not military qualified for the position indicated in item b or c above. A waiver is attached justifying the selection, and explaining how the selectee will obtain the military qualifications.

e. Individual is neither militarily senior to his/her full-time supervisor nor militarily junior to any employee he/she will be required to supervise. His/her current military grade is:

f. A grade inversion does exist. A waiver is attached to justify selection and will require approval prior to appointment of the selectee.

REMARKS

NOTE: The Selecting Official will ensure that the individual selected meets the military qualifications for assignment to a compatible military position/DMOS, SSI DAFSC.

Name, Title, Phone No. (Requesting Official)

Signature (Requesting Official) & Date

DATE ISSUED

EXPIRATION DATE

RI: FERRAL AND SELECTION CERTIFICATION

ISSUED TO: OFFICE SYMBOL NAME OF SELECTING SUPERVISOR

A

FOR MERIT (LIVING POSITION ONLY)

SF 52 NUMBER AND DATE POSITION TITLE, SERIES, AND GRADE- POSITION NUMBER

AREA OF CONSIDERATION

MINIMUM L EXTENDED

REASON FOR CERTIFYING LESS THAN 3 OR MORE THAN 5 (TEST QUALIFIED CANDIDATES)

REMARKS When a Technician selection results in the need to transfer/reassign the selectee to a different military unit/position (as indicated on the enclosed HRO Form 302-1); the Technician action will not be processed until the HRO approves the proposed military action, and receives a copy of the military orders. These procedures also apply to initial military appointments in the Maryland National Guard.

After selection, the individual must qualify for, and be assigned to the following Unit/DMOS/DAFSC:

FOR ADDITIONAL INFORMATION OR ASSISTANCE, (Name and extension of Personnel Stalling Specialist)

OR ASSISTANCE, (Name and extension of Personnel Stalling Specialist)

SIGNATURE OF

INFORMATION ON 11E REVERSE AND ATTACHED TD 1111S CERTIFICATE MUST 14D1 TIE SHOWN TO, DISCUSSED WITH, OR DIVULGED TO ANY ELIGIBLE OR OTHER UNAUTHORIZED

INSTRUCTIONS TO SELECTING SUPERVISOR/SELECTING SUPERVISOR

1. CONSIDER ALL ELIGIBLES You are required to give all eligibles equitable consideration, evaluating the data provided on their qualifications and comparative evaluation ratings. You are urged, although not required to interview all candidates, thus assuage them that they are being accorded full consideration. You may contact employees' supervisors to obtain additional information. If an employee declines interview or position offer, have him complete a statement of declination and return with this form.

2. SELECT CANDIDATE Select the candidate who, in your judgement is best qualified for your position

3. COMPLETE ACTION BY EXPIRATION DATE. Every effort should be made to complete your selection (if empty and, if any even), by the expiration date. When extenuating circumstances create an unavoidable delay, your Personnel Stalling Specialist should determine whether an extension can be granted. Reasons for the delay must be documented in merit placement records and provided to certified employees on request.

4. REPORT YOUR SELECTION. Complete the "Supervisor's Action" columns using these Symbols:

- INT - Interviewed
- COL - Column Decision
- DR - Declined interview
- NS - Not selected

5. SIGN AND DATE the certificate and return it to MDAR-AG-HRO together with (Request for Personnel Action)

SEE TPR 300 for 11E INFORMATION ON 11E MERIT PLACEMENT PROGRAM

(con tinuation sheet)

CANDIDATES (Eligible's name, present title, series, grade and employing organization, name and telephone extension of eligible's supervisor are in parenthesis.)	MERIT FACTORS	SUPERVISOR'S ACTION		
		INTERVIEWED	SIGN	
	"I CERTIFY THE REFERENCE AND (I UNIT/ACTIVITY OF THE PROPOSED S AND THE INFORMATION OBTAINED WA	APPLIC (SLE) CURR ENT LECTEE 4 :RE CONT CTED FAVORABLE		
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 (Continuation sheet)

CERTIFICATE NUMBER

CANDIDATES <i>Eligible's name, present ale, series, grade and employing organization, name and telephone extension eligible'sSupervisor areinparenthesis.1</i>	MERIT FACTORS	SUPERVISOR'S ACTION		
		INTERVIEWED	DECI-SION	DATE NOTIFIED
	<p>"I CERTIFY THE REFERENCE AND (IF APPLIC LE) CUR NT UNIT/ACTIVITY OF THE PROPOSED SE ECTEE RE CONTACTED, AND 111E INFORMATION OBTAINED WAS FAVORAB E.11</p>			
	<p>(Signature Selecting Off cial)</p>			

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Vacancy Announcement #	AFFIRMATIVE ACTION CERTIFICATE
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Position Title, Series & Grade	Selecting Official	Proposed Candidate
---	---------------------------	---------------------------

- Submit the following information for each vacancy being filled by Merit Placement or Board Selection.
- Return the completed certificate with the referral package.

1. A minority (Black, Hispanic, Asian, Native American) or female appeared on the certified list? O Yes No
 If answer is No, go to question # 3.

2. a. Is the proposed candidate a minority (as defined above)? O Yes No
 b. Is the candidate Female? O Yes O No

If answer to 2a or b is No, Please complete Statement of reason for non selection of minority or female candidate(s). (Use reverse side if necessary)

3. Explain what efforts you took to recruit minority and female members to fill this position. (Use Reverse Side if necessary)

4. Provide any suggestions that you feel would assist in achieving the goals established in the Affirmative Action Program. (Use reverse side if necessary)

CERTIFICATION

I certify that these statements and answers are true and correct to the best of my knowledge and belief, that no fact that should have been contained therein was omitted.

Signature of Interviewer(s)

Date

REMARKS: This *section for use by the Equal Employment Opportunity Office*

Signature Equal Employment Manager

Date

SAMPLE UPWARD MOBILITY INDIVIDUAL DEVELOPMENT PLAN

1. **Name:** John Smith
2. **Transition Position:** Computer Operator, GS-322-04,
PDCN: F6846000
3. **Target Position:** Computer Operator, GS-322-05,
PDCN: F6846000
4. **Date Entered Upward Mobility Program:** 1 October 1987
5. **Duration of Training:** Minimum of 12 months
6. **Objective:** To provide a systematic and planned means for the trainee to acquire the skills, knowledge, and abilities required to operate the computer console, operate associated equipment in a variety of modes, prepare the computer system for complete runs, process applications, perform various administrative duties, etc.
7. **Supervisor:** Shirley Jones
8. **Reports:** The trainee's supervisor will submit progress reports on the following dates:
 - 1 January 1988
 - 1 April 1988
 - 1 July 1988
 - 1 October 1988

The trainee will also provide evaluation reports on the above dates. Reference Appendix K. Reports will be submitted to reach the Support Personnel Management Office (SPMO) not later than the 10th working day following the due date with an information copy to the SPMO.

9. Training Design:

- a. **Formal Instruction:** The following courses will be taken on the dates indicated:

Introduction to Computer Operations (OPM) November 1987
(5 days)

Operating Computer Peripheral Equipment (OPM) January
1988 (5 days)

Operating Computer Systems (OPM) March 1988 (3 days)

Systems Workshop for Computer Systems (OPM) April 1988
(10 days)

Workshop in COBOL Programing (OPM) June 1988 (5 days)

b. **On-The Job Training (48 weeks):** After the trainee completes a course, he/she will be afforded opportunities to apply the skills and knowledges acquired to a job situation. During the period of on-the-job training, assignments will be performed under the supervision and guidance of a higher level computer operator. Detailed guidance and instructions will normally be provided before the start of each new work assignment. Supervisory controls will be reduced as proficiency is gained in each task. Assignments will be performed in the areas of card and tape handling and defect review, card and tape check and replacement operation, input and output media loading, unloading and labeling, peripheral equipment control settings and adjustments, operation of peripheral equipment, and operation of the computer console in a limited mode of operation.

Supervisor signature:

Date:

Technician signature:

Date:

HRO Employee Development
Specialist Signature:

Date:

SUPERVISORY REVIEW OF TECHNICIAN PROGRESS

TRAINEE	POSITION
SERIES	ORGANIZATION
REPORTING PERIOD FROM	TO
SUPERVISOR	TELEPHONE

INSTRUCTIONS: The immediate supervisor will evaluate the technician in training comparing him/her with others undergoing the same training; with other technicians assigned the same or similar work, or with individual standards.

QUALITY OF WORK

COMPLETELY SATISFACTORY	MARGINAL	UNSATISFACTORY
----------------------------	----------	----------------

Consider all factors affecting the technician's quality of work including: accuracy, thoroughness, and ability to clearly express thoughts. Write here specific facts upon which your judgement is based.

QUANTITY OF WORK

COMPLETELY SATISFACTORY	MARGINAL	UNSATISFACTORY
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Consider all factors affecting the technician's quantity of work including: ability to organize work, ability to make effective use of working time, and ability to meet schedules and deadlines. write here specific facts upon which your judgement is based.

DEPENDABILITY

COMPLETELY SATISFACTORY	MARGINAL	UNSATISFACTORY
----------------------------	----------	----------------

Consider all factors affecting the technician's dependability including: overall attendance record, punctuality, and regularity in staying at employment site except during periods of excused absence or leave.

INITIATIVE

COMPLETELY
SATISFACTORY

MARGINAL

UNSATISFACTORY

Consider all factors affecting the technician's initiative including: interest, conscientiousness, ability to ask pertinent questions, ability to originate constructive ideas, demonstration of self-starting abilities in reference to work assignments, and resourcefulness. Write here specific facts upon which your judgement is based.

ABILITY TO GET ALONG WELL WITH OTHERS

COMPLETELY
SATISFACTORY

MARGINAL

UNSATISFACTORY

Consider all factors affecting the technician's ability to get along well with others including: willingness to cooperate with others, open-minded receptiveness to suggestions, courtesy and tact, self-control, ability to make a favorable impression, ability to inspire confidence and respect, and ability to work as a team member. Write here specific facts upon which your judgement is based.

CAPACITY TO DEVELOP

COMPLETELY
SATISFACTORY

MARGINAL

UNSATISFACTORY

Consider all factors affecting the technician's demonstrated potential to develop including: ability to follow instructions, ability to conform with established policy, ability to apply training and other learning experience, ability to work in an increasingly independent manner, ability to adapt to changes, and effectiveness in strengthening area(s) of job-relating weaknesses. Write here specific facts upon which your judgment is based.

RECOMMEND TECHNICIAN BE RETAINED
IN TRAINING PROGRAM

YES

NO

I have read this appraisal
and discussed it with my
immediate supervisor.

Appraiser:

Date:

Trainee:

Date:

Reviewer:

Date:

TECHNICIAN EVALUATION OF UPWARD MOBILITY TRAINING

PARTICIPANT	POSITION
PAY PLAN, SERIES AND GRADE	ORGANIZATION
REPORTING PERIOD FROM	TO
SUPERVISOR	TELEPHONE

1. List assignment (s) or project (s) given

2. Do you feel the training program is accomplishing its objectives as they were stated to you? In what way?

3. Do you feel your assignments are increasing your technical knowledge? In what way?

4. In what areas do you feel you need further training?

Comments:

Signature:

Date: