



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

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ARCA
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MARINE CORPS ORDER 12335.1

From: Commandant of the Marine Corps
To: Distribution List

Subj: MERIT STAFFING PROGRAM

Ref: (a) Federal Personnel Manual Chapter (FPM) and Civilian
Personnel Instruction (CPI) 330
(b) FPM and CPI 335
(c) FPM 338
(d) DoDDir 1400.20
(e) FPM 310
(f) FPM 351
(g) MCO 12515.1

Encl: (1) Competitive Promotion Procedures
(2) Corrective Actions
(3) Noncompetitive Promotion Procedures
(4) Career Ladder Positions
(5) Definitions

1. Purpose. This Order sets forth the Headquarters Marine Corps (HQMC) policy, program guidance, requirements, and procedures per references (a) through (g), for effecting promotions and certain reassignments and demotions. This is a complete restatement of policy and procedures and should be reviewed in its entirety.

2. Cancellation. Chapter 4 of HQO P12000.1C.

3. Policy

a. HQMC shall promote, reassign, or demote its civilian employees strictly per merit principles and the provisions of this Order and the enclosures and shall assure that all actions under this Order are made without regard to political, religious, or labor organization affiliation or nonaffiliation, marital status, race, color, sex, national origin, nondisqualifying physical handicap, or age, and are based solely on work-related criteria.

b. Recruitment through merit staffing is but one means of filling positions. When fully qualified candidates for positions are available from other sources, these sources may be used concurrently or to the exception of the merit staffing process. Once initiated, the merit staffing process may be canceled at any time that management elects to fill the vacancy through another recruitment source.

c. All managers and supervisors shall support the DoD Program for the Stability of Civilian Employment (Priority Placement Program (PPP)). The PPP is a DoD-wide placement assistance program designed to minimize the adverse effects on DoD employees caused by actions required for the effective management of DoD, such as RIF, position classification decisions, rotation from overseas, and transfers of function.

4. Applicability. This Order applies to all employees (except those in the Senior Executive Service) of organizations provided civilian personnel services by the Marine Corps Consolidated Civilian Personnel Office, Washington, DC (MCCCPO-DC).

5. Responsibilities

a. The Assistant Commandant of the Marine Corps has overall responsibility for the establishment and operation of a sound merit staffing program and hereby delegates authority to manage this program to the Director of Administration and Resource Management (CMC (AR)).

b. The Civilian Personnel Officer (CMC (ARC)) shall coordinate, develop, implement, and administer the program for ensuring compliance with the Office of Personnel Management (OPM), Department of Navy (DON), and U.S. Marine Corps (USMC) regulations and policies, and continually review and evaluate the efficiency and effectiveness of the program.

c. The Classification and Employment Section (CMC (ARCA)) shall:

(1) Establish and maintain a coordinated merit staffing program per OPM, DON, and USMC policies and guidelines, and applicable provisions of the various titles of the United States Code.

(2) Develop, publish, and administer specific recruitment plans.

(3) Provide a system for keeping employees informed of the basic policy and provisions of the HQMC merit staffing program, including specific merit staffing plans and promotional opportunities.

(4) Certify compliance with all requirements and provisions of the DoD Priority Placement Program stated in reference (d).

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(5) Explain provisions of the promotion and internal placement program and related policies to employees and managers and keep all employees informed of promotion and reassignment procedures, requirements, and opportunities.

(6) Assist managers in meeting their responsibilities by providing them advice and staff support.

(7) Establish and maintain files and records to document procedures followed and to permit reconstruction of actions.

(8) Answer employee inquiries concerning consideration accorded for specific vacancies and, as appropriate, counsel them on ways and means of preparing themselves for advancement.

(9) Assure that PPP registrants, Reemployment Priority List (RPL) registrants, and repromotion eligibles (employees on retained grade or pay), are considered for vacancies for which they are qualified, and that employees not afforded proper consideration in a previous merit staffing action are afforded prior consideration for the next appropriate vacancy.

(10) Assure that employees temporarily absent due to military service, compensable injury, service with public international organizations, or on Intergovernmental Personnel Act assignments are accorded advancement consideration for appropriate vacancies for as long as they have reemployment rights.

d. The Deputy Equal Employment Opportunity Officer (CMC (AR-4)) shall:

(1) Review recruitment actions for occupations for which imbalances have been identified.

(2) Ensure that women and minorities, in particular, are given equal consideration for Consolidated Civilian Career Training positions.

(3) Assist the Classification and Employment Section in identifying recruiting sources for women and minorities.

(4) Assist management in meeting their affirmative action goals.

e. Managers and supervisors shall:

(1) Anticipate personnel needs and initiate action to fill vacancies as soon as needs are known.

(2) Serve as members of job analysis and promotion panels when requested.

(3) Encourage the career development of employees under their supervision.

(4) Give fair and equal consideration and treatment to all employees referred on a selection certificate without regard to nonmerit factors.

(5) Take appropriate action to provide for successful accomplishment of affirmative employment plan goals and the requirements of the Equal Employment Opportunity (EEO) Program.

f. Employees shall:

(1) Keep themselves informed of the provisions of this Order and of promotional opportunities.

(2) Apply for positions for which they are interested.

(3) Ensure that an up-to-date copy of their personal qualifications statement is available and provide for its submission for vacancies which may be announced during their absence.

(4) Submit all documents required by vacancy announcements and ensure that documents submitted represent a current, accurate, and complete statement of their qualifications for positions for which they apply.

(5) Initiate self-development activities consistent with career progression requirements and objectives.

6. Nepotism. Supervisors and managers are prohibited by reference (e) from participating in the rating and selection process if a relative is being considered. Neither may they advocate the selection of a relative. This does not preclude a supervisor from responding to a request for appraisal on a relative provided the supervisor refrains from advocating, and as long as the relationship is made clear to the requester.

7. Complaints. Employees with complaints about the operation of the Merit Staffing Program or a specific promotion action should contact their supervisor or the Classification and Employment Section for explanation or discussion of the matter. If the matter cannot be resolved on an informal basis and the employee submits a formal complaint, it will be processed under applicable grievance procedures, or when a complaint contains allegations of discrimination, under EEO Commission, DON, or

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or USMC regulations governing equal employment opportunity. Failure to be selected for promotion when proper promotion procedures are used (i.e., nonselection from a group of properly ranked and certified candidates) is excluded from coverage under grievance procedures and cannot be accepted for consideration as a formal grievance.

8. Filling Position by Means Other Than the Merit Staffing Program. The Merit Promotion Policy and Merit Staffing Program are not intended to infringe on management's right to fill positions by other means. Merit staffing is but one means of filling a vacancy. At the option of the selecting official, other systems may be utilized concurrently or to the exclusion of the merit staffing process. Management has the right to take the following actions in lieu of announcing a vacancy:

- a. Selection from OPM registers or through other competitive procedures such as direct hire.
- b. Reinstatement of an employee to a grade level previously held on a permanent basis.
- c. Selection from the RPL for a position at a higher grade level than the one last held in the competitive service.
- d. Selection from a DoD Stopper List.
- e. Promotion of a repromotion or prior consideration eligible.
- f. Selection of noncompetitive candidates who can be appointed or placed without evaluation and competition, such as handicapped employees under Schedule A 213.3102, 30 percent disabled veterans under 5 CFR 316 402(b) (5) and Chapter 31 Table 38, and Vietnam Era Veterans under 5 CFR 307.103 and 5 CFR 316.402(b) (4).
- g. Temporary promotion of an employee for more than 120 days to a grade level previously held on a permanent basis (except when the employee was demoted for personal cause).
- h. Repromotion of a current Federal employee in the competitive service to a grade (or equivalent level in another pay system or intervening grade) previously held on a permanent basis in the competitive service (except when demoted for cause).
- i. Reassignment, demotion, or promotion (including transfer) to a position having no higher promotion potential than that held

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or previously held on a permanent basis in the competitive service (except when demoted for cause).

9. Programs Which Modify or Supplement the Merit Staffing Program

a. Career Management Programs. A number of career management programs have been established by DoD and DON. These programs provide a systematic approach to the management of personnel resources and promotion plans are fully integrated with manpower planning, trainee input, recruitment, selection, assignment, reassignment, training, education, and career appraisal. As applicable, the provisions of a career management program may be followed either exclusively or in conjunction with the policies and procedures of the merit staffing program.

b. DoD Program for Stability of Civilian Employment (Priority Placement Program). Employees of DoD activities who are subject to separation by reduction in force or for failure to accompany their positions in a transfer of function, and employees who are being demoted in a reduction-in-force, have certain mandatory placement rights at other DoD/DON activities with vacancies for which those employees are available and qualified. In addition, employees whose positions are downgraded as the result of reclassification for any reason other than personal cause or at the employee's request may have placement rights at other DoD/DON activities in vacancies at the same grade level as the position that the employee held before reclassification and for which the employee is qualified. Under the regulations and procedures prescribed by reference (d), placement of such employees under the Priority Placement Program is often mandatory, or at the minimum, such employees must be considered along with other employees who applied for a position. The action required in each case is dependent upon the severity of the action to which an employee is subject.

c. DoD Placement Plan for Employees Under Grade Retention and Prior Consideration Eligibility. Before taking any action to fill a vacant position either competitively or noncompetitively (except the placement of an employee with statutory or regulatory rights), the Classification and Employment Section must refer for consideration any employee who is entitled to prior consideration.

d. The following order of precedence for mandatory referral shall be followed:

- (1) Activity employees under Civil Service Reform Act (CSRA) grade and pay retention, CSRA pay retention only, or

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salary retention accorded before 14 January 1979. (To be eligible for referral, employees under pay or salary retention must have been demoted for reasons not stemming from personal cause or request. Such consideration does not extend to those employees who accept a change to lower grade to enter formal developmental or upward mobility positions, or to those who accept a change to lower grade as a result of solicitation for a hard-to-fill position.) These employees must be referred for each position for which fully qualified and interested, and in the pay plan from which demoted which is at or below the saved grade level of the position to which assigned. Eligibility terminates when entitlement to pay/salary retention terminates.

(2) Employees who did not receive proper consideration for promotion in a prior merit staffing case due to a procedural, regulatory, or program violation. Such employees must be awarded prior consideration for the next appropriate vacancy. This entitlement will be granted for a 1-year period and may be extended for an additional year. Prior consideration rights do not apply to positions which offer known promotion potential. Eligible employees are entitled to bona fide consideration for appropriate vacancies before other means of filling the position are used. There is no entitlement to selection. Documentation must be maintained by the Classification and Employment Section on employee eligibility and consideration.

(3) Priority Placement Program registrants in priorities 1 and 2.

e. Military Spouse Employment Preference. The trend to two-career families has made retention of career military members increasingly difficult. In recognition of this problem, employment preference for spouses of relocating active duty military sponsors has been established by DoDINST 1404.12.

10. Obtaining the Views of Employees and Employee Organizations. The views of employees and employee organizations having formal recognition should be obtained and considered in the development or revision of promotion guidelines and plans. Managers, employees, and employee organizations are encouraged to present their views on the effectiveness of the promotion program or need for modification.


11. Information Requirements

a. The following forms are used in the merit staffing process:

(1) SF 52 Request for Personnel Action.

- (2) KSA Definition Sheet.
- (3) Job Analysis Sheet.
- (4) Candidate Evaluation Sheet.

b. These forms may be obtained from the Classification and Employment Section.


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COMPETITIVE PROMOTION PROCEDURES

1. Applicability. Competitive procedures must be applied to:

a. Reassignment, promotion, or demotion to a position with more promotion potential than ever held in the competitive service; (except when demoted for cause or as permitted by reduction-in-force (RIF) regulations).

b. Transfer of an employee of another agency to a higher-graded position, unless the employee is reassigned, demoted, promoted, or transferred to a position having no higher promotion potential than that held or previously held on a permanent basis in the competitive service (except when demoted for cause).

c. Reinstatement to permanent or temporary position at a grade higher than ever held in a nontemporary position in the competitive service.

d. Selection for detail of more than 120 days to a position of a higher grade or to a position with known promotion potential to a grade higher than ever held in the competitive service.

e. Selection for training required for promotion or given primarily to prepare the person for promotion to a grade higher than ever held in the competitive service.

f. Temporary promotions of more than 120 days to positions at a higher grade than ever held in the competitive service unless the employee previously held the grade on a permanent basis. Prior service under all temporary promotions and details to higher-graded positions during the previous 12 months count toward this limitation.

g. Term promotion to a grade higher than ever held or competed for in the competitive service. A term promotion is for a specified period in excess of 2 years, but not more than 4 years, to complete a special project or projects.

2. Exceptions. Competitive procedures need not be applied to:

a. Promotions without current competition when an employee was previously selected from an OPM certificate (or a list of eligibles prepared by delegated examining authority), or under competitive merit staffing procedures for an assignment intended to prepare them for the position being filled (the intention must

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be a matter of record, and career ladders must be documented either on the position description or in enclosure (4) of this Order).

b. A position change (reassignment, demotion, or promotion) from a position having known promotion potential to a position having no higher grade or promotion potential.

c. A temporary promotion of 120 days or less (includes all service under temporary promotions or details to higher graded positions during the previous 12-month period).

d. An action taken as a remedy for failure to receive proper consideration in a competitive promotion action.

e. A promotion resulting from the upgrading of a position without significant change in duties and responsibilities due to issuance of a new classification standard or the correction of an initial classification error.

f. A position change processed per the provisions of reduction-in-force regulations of FPM 351.

g. Repromotion to a grade or position from which an employee was demoted without personal cause and not at their request (acceptance of demotion in lieu of reduction-in-force or relocation in a transfer of function is not a demotion at the employee's request for this purpose). Competitive procedures of the promotion plan shall not be used before noncompetitive consideration of these employees.

h. A career ladder promotion following noncompetitive conversion from a special excepted appointing authority (i.e., Veterans Readjustment Appointment Program, Handicapped Program, Schedule B, Professional and Administrative Career (PAC), etc.).

i. The reinstatement of a former Federal employee to a position with known promotion potential but which is no higher than, and has the same potential as, the last held permanent position in the competitive service.

j. The promotion of an employee whose position is classified at a higher grade due to the addition of duties and responsibilities when all requirements for accretion of duties are met.

k. Detail of not more than 120 days to a higher-graded position or to a position with known promotion potential.

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l. Selection of a current Federal employee from an OPM register for a higher-graded position or position with known promotion potential.

m. The promotion of an employee to a position with a representative rate that is the same or lower than that of a position currently held.

n. Selection of individuals with a valid OPM Notice of Results when OPM has issued direct hire authority.

o. Selection of a candidate from the RPL for a position at a higher grade than the one last held in the competitive service.

p. Repromotion of a current Federal employee in the competitive service to a grade (or equivalent level in another pay system or intervening grade) previously held on a permanent basis in the competitive service (except when demoted for personal cause).

q. Reassignment, demotion, or promotion (including transfer) to a position having no higher promotion potential than that held or previously held on a permanent basis in competitive service (except when demoted for cause).

3. Temporary Promotions

a. A temporary promotion is the promotion of an employee to a higher-graded position for a short period of time due to the following circumstances: the extended absence of the incumbent of the higher-graded position; the need to fill a vacant position until a permanent appointment can be made; the need to assume responsibility for an increased workload for a limited period; or the need to participate in a special project for a limited period. An employee must meet OPM X-118 or X-118C qualification requirements for a position before being temporarily promoted.

b. Merit Staffing Requirements

(1) A temporary promotion for 120 days or less may be made noncompetitively.

(2) A temporary promotion for more than 120 days to a grade level previously held on a permanent basis (except when the employee was demoted for personal cause) may be made noncompetitively.

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(3) A temporary promotion for more than 120 days (includes all service under temporary promotions or details to higher-graded positions during the previous 12-month period) must be made competitively under the merit staffing procedures of this instruction (except as provided in (2) above).

(4) A temporary promotion must have a definite not-to-exceed date of 1 year or less but may be extended for an additional year if required. OPM may authorize a temporary promotion beyond 2 years; however, adverse action procedures apply to the return of such an employee to their regular position after 2 years.

(5) A temporary promotion may be made permanent without further competition only if it was made originally under competitive procedures and the fact that it might lead to a permanent promotion was known to all potential candidates.

(6) A temporary promotion to another activity is not prohibited by regulation; however, this type of action may cause administrative problems (i.e., the releasing activity would have to agree to the release and thus to holding the employee's position for their return).

(7) A temporary promotion must be terminated and the employee returned to their permanent position before any action is taken to assign the employee permanently to any position other than the one to which temporarily promoted.

c. Prohibitions. A temporary promotion is not to be used as a means of training or evaluating an employee in a higher-graded position.

d. Recording Temporary Promotions. Each division planning to promote an employee temporarily must submit an SF 52. The SF 52 must be routed through appropriate channels to the Classification and Employment Section per MCO 12515.1.

e. Effective Date. Temporary promotions become effective the first Sunday after approval of the SF 52 by the Classification and Employment Section. Paperwork should be submitted in a timely manner. Retroactive promotions are prohibited.

4. Methods of Locating Candidates. Vacancies shall be publicized by distribution of vacancy announcements such that all employees within the area of consideration should be aware of the vacancy. However, the Classification and Employment Section

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cannot guarantee that announcements will be received by all intended recipients and will not accept applications from candidates based on nonreceipt of the announcement. Employees are responsible for ensuring they are aware of vacancies by reviewing the bulletin boards and recorded announcements.

a. Vacancy Announcements. The usual method of locating candidates is through announcing vacancies. Positions being filled competitively will be advertised for at least 1 week when the Area of Consideration (AOC) is HQMC (HQMC, or an appropriate subdivision, is the minimum AOC for vacancy announcements); at least 2 weeks when the AOC includes activities/employees outside HQMC but within the Washington, DC Metropolitan Area; and normally at least 3 weeks when the AOC extends to activities/employees outside the Washington, DC area. Announcements will be posted on the bulletin board. An employee wishing to be considered for an announced position must submit to the Classification and Employment Section a current Application for Federal Employment (SF 171); their latest performance appraisal; and such other supplemental information as may be required by the announcement. To ensure proper consideration of incentive awards in the rating process, applicants are responsible for providing copies of narrative material used to justify the award.

b. Automatic Consideration. Employees absent because of military duty, compensable injury, service with a public international organization, or an assignment under the Intergovernmental Personnel Act, and who have reemployment rights, will be considered automatically for promotions to positions for which they are qualified. To ensure consideration employees should submit an up to date SF 171 to the Classification and Employment Section.

c. Employees Temporarily Absent. Any employee absent on leave, extended travel, detail, or training may notify the Classification and Employment Section of positions, identified by occupation and grade level, for which they wish to be considered while absent. To do so, the employee should forward an SF 171 and a memorandum indicating the dates they will be absent and the types of positions in which interested. The Classification and Employment Section will ensure that such an employee receives consideration for positions for which they are eligible and qualified. This procedure will apply only during the period in which the employee is absent. When the employee returns they will be notified of the consideration afforded them.

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d. Other Methods for Locating Candidates. In addition to those methods specified above, candidates may be located by listing vacancies in the DON Job Vacancy Listing, the DoD Vacancy Listing, and in appropriate journals and newspapers.

e. Vacancy announcements must contain the following:

- (1) Announcement number;
- (2) Position title, series, and grade;
- (3) Number of positions to be filled (if more than one);
- (4) Promotion potential (if any) and grade levels;
- (5) Geographic and organizational location of position;
- (6) Area of consideration, and whether applications from outside the area of consideration may be accepted and considered;
- (7) Opening and closing dates;
- (8) Statement of duties and responsibilities;
- (9) Qualification requirements;
- (10) Listing of knowledge, skills, and abilities required by the position;
- (11) Selective factor(s), if any;
- (12) Probationary requirements, if applicable;
- (13) HQMC statement of support for Equal Employment Opportunity; and,
- (14) Whether permanent change of station (PCS) costs will be paid.

5. Area of Consideration

a. The area of consideration (AOC) will be a geographic or organizational area in which it is expected that sufficient high-quality candidates will be located. Normally, at a minimum, this will be HQMC (or a serviced activity). However, the minimum AOC may be a subdivision (department, division, branch, section, etc.) if sufficient high-quality candidates may be produced. Determination of the AOC will be made by the Classification and

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Employment Section considering the requirements of the selecting official, EEO goals and objectives, the likelihood of producing sufficient high-quality candidates without unreasonably restricting fair and open competition, infusion of new ideas and strengths into programs, budgeting constraints, and cost effectiveness.

b. Noncompetitive referrals, spouse preference eligibles, and recruitment sources other than merit staffing are not limited by the AOC specified in the vacancy announcement.

c. The minimum AOC may be extended to meet affirmative action goals.

d. Noncompetitive applicants may apply and may be considered without regard to the AOC.

6. Acceptance and Rejection of Applications

a. All appointable Marine Corps employees who apply in a timely manner and who are within the AOC shall be considered.

b. The Classification and Employment Section shall accept an application from any candidate who is appointable, meets legal and regulatory requirements, and whose application is received by the closing date (or as otherwise allowed by the announcement).

c. Employees serving under Veterans Readjustment Act appointments and those serving Under Schedule A appointments for the handicapped within the AOC may apply and be considered under the competitive staffing process.

d. HQMC may accept applications from nonstatus applicants who provide evidence that they are on an appropriate OPM register or are otherwise appointable. However, such applicants are not eligible for consideration as part of the competitive merit staffing process. They are not to be rated, ranked, and certified along with status candidates, but are referred separately.

e. Regardless of the AOC, applications will be accepted from spouses of relocating active duty military members and DoD civilian employees per applicable directives.

f. If establishing and using registers under this plan which are not open continuously, the Classification and Employment Section shall accept applications from new hires and employees who become eligible after the register was established.

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Registers may be reopened when there are insufficient highly-qualified candidates. Applications for open continuous registers will be accepted at any time. Candidates for both types of registers may update their applications at anytime.

g. Applications shall be rejected under the following circumstances:

(1) The application was mailed by the applicant in a Government franked envelope.

(2) The applicant does not have civil service status and the announcement limits applications to status applicants.

(3) The applicant is outside the AOC.

(4) The application is received/postmarked after the closing date of the announcement.

(5) The application has been falsified.

(6) The application was submitted via telefax.

(7) The application does not contain enough information upon which to make a qualifications determination.

7. Evaluation of Candidates

a. Evaluation procedures for eligible promotion candidates shall include use of multiple assessment measures such as experience, education, training, awards, and annual performance ratings; documented job analysis to predetermine pertinent KSA's; and consideration of the annual performance appraisal to the extent it is relevant. Evaluation procedures will be applied uniformly.

b. To be eligible for promotion or placement, candidates must meet the minimum qualifications standards prescribed by OPM plus any appropriate selective factors established as being essential for satisfactory job performance. In order to be considered eligible, applicants must meet any time-in-grade or length-of-service provisions, or type or quality of experience provisions of the OPM standard by the closing date of the vacancy announcement.

c. A range of evaluation methods may be used as determined by the staffing specialist and the selecting official based on the type of position, resources available, probable impact of the

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selection method, and number of applications. Candidates may be evaluated by any method within the context and guidance provided in FPM/CPI 335-1. Applicants for the same position will be evaluated in the same manner. The evaluation method used must be consistent with the provisions of FPM/CPI 335-1.

d. When evaluating a small number of qualified promotion candidates (fewer than 10), abbreviated evaluation procedures may be used in lieu of detailed formal evaluation. Such procedures shall include job analysis and documentation explaining the basis of grouping candidates into "qualified" and "best-qualified" groups. The following are two procedures which may be used:

(1) Qualified candidates may be grouped into "qualified" and "best-qualified" groups based on a general overview of their qualifications as they relate to the KSA's identified for the position. Such evaluations will be documented in the form of short narratives explaining the basis of the differentiation between the two groups on the basis of the KSA's.

(2) Another method which may be used is evaluation based on a summary or quality ranking factor. A summary ranking factor is a KSA which includes all the essential requirements of a position combined. A quality ranking factor is a KSA which would provide a high quality candidate with a significant and identifiable advantage over other candidates. It is a factor that is desirable but not absolutely essential to satisfactory performance. Promotional candidates may be grouped into qualified and best-qualified groups based on evaluation against a summary or quality ranking factor.

e. Large numbers of candidates (over 25) may be reduced to more manageable levels through use of an abbreviated procedure such as the summary ranking factor, or by removing from consideration candidates with an annual performance rating below fully successful if relevant to the position being filled. After this initial grouping, the candidates selected for further evaluation will be evaluated by procedures consistent with FPM/CPI 335-1.

f. Regardless of which evaluation process is used, a representative of the Classification and Employment Section must be consulted on every phase of the process.

g. Rating Panels

(1) Unless imposed by special program requirements (e.g., career programs, "Upward Mobility," etc.), a rating panel is not

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required. However, a rating panel is permitted for any level/type of position. Decisions regarding whether to use a rating panel should be based on the grade level, importance, and sensitivity of the position; the number of candidates; the technical resources available; the cost involved; and the number of vacancies.

(2) Panel members are to:

(a) evaluate, rate, and rank candidates under merit staffing;

(b) document this process; and

(c) provide the selecting official with adequate information upon which to thoroughly review a reasonably small group of candidates for selection.

(3) A rating panel normally is composed of the supervisor of the vacancy and two or three other persons who have knowledge of the duties and responsibilities of the position (subject matter experts). A member of the Classification and Employment Section shall act as technical advisor to the panel. Managers should ensure that minority and women employees serve on rating panels whenever practical.

(4) The use of an advisory selection panel (selection board and the like) is encouraged only when a key or high-level position is involved or when there is a large number of best-qualified candidates and further distinctions must be made. The operation of such a panel is governed by the requirements in this Order; by FPM Supplement 335-1, including the Uniform Guidelines of Employee Section Procedures; and by FPM, Chapter 335, all of which require evaluation of candidates against KSA's and documentation of the job relatedness and the rationale used in the process.

8. Referral and Selection

a. Referral of Candidates

(1) The best-qualified candidates will be referred for selection on an alphabetical list. The results of the evaluation process will be used to identify the best-qualified candidates as that category of candidates whose scores range above a naturally occurring breakpoint or predetermined score, or under abbreviated procedures, those grouped as best qualified.

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(2) Candidates eligible for noncompetitive selection may be referred on a separate list for the selecting official's consideration at any time (i.e., before rating and ranking of promotional candidates or at any other point in the process). Management may also decide that such candidates shall be considered with promotional candidates in the competitive process.

(3) Selecting officials will be given all qualification information available on certified promotional candidates as follows: SF 171's (or other application forms), supplemental questionnaires, performance ratings, any incentive award information, ratings on the KSA's, and supervisory appraisals if applicable.

(4) Referrals should be returned within 1 month from the date of its issuance unless the Classification and Employment Section is otherwise notified.

b. The selecting official may select or nonselect any certified candidate. The selection must be made based on a determination of who will best meet management's needs in terms of productivity and the overall objectives of the organization, including affirmative action and equal employment opportunity. When filling supervisory or managerial positions, selecting officials shall give consideration to candidate's willingness to support the EEO program. Selecting officials must give consideration to the candidate's current performance rating. While selecting officials are free to select or nonselect, selections may properly be challenged under discrimination complaint procedures. When selecting from a group of candidates who have not been evaluated, selecting officials shall document (based on the KSA's) what in the person's background made them the best candidate to meet the requirements of the position.

c. Unsuccessful applicants shall be notified in a timely manner.

9. Interviews. Interviews by the selecting official are optional. The selecting official may interview none, any, or all applicants referred.

10. Job Offers and Release Dates

a. The Classification and Employment Section will notify selected candidates and will make all job offers.

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b. Release of employees selected under competitive merit procedures (either for promotion, reassignment, demotion, or detail) will be as follows:

(1) Promotion (temporary or permanent) within HQMC (or a serviced activity), permanent promotion to another activity/agency, detail to a higher-graded position, or detail to a position with known promotion potential within HQMC (or a serviced activity) - release within 2 weeks except in unusual circumstances, but no later than 30 days.

(2) Reassignment, demotion, or detail to the same or lower grade within HQMC (or a serviced activity) - release within 2 to 4 weeks; however, the time may be extended upon mutual agreement between the selecting and releasing officials. If disputes arise, the decision of when to release shall then be made by a common superior.

(3) Reassignment or demotion to another activity/agency - release within 30 days, unless there is an agreement between the two activities.

(4) Overseas activities - release within 45 days.

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CORRECTIVE ACTIONS

1. Promotion Records. The records listed below pertain to HQMC promotion programs and procedures and will be maintained by the Classification and Employment Section per records management requirements:

a. A record of each promotion sufficient to allow reconstruction of the promotion action, including documentation on how candidates were rated and ranked. These records may be destroyed after 2 years or after the program has been fully evaluated by OPM (whichever comes first). As a minimum, the merit staffing case file must contain copies of the following:

- (1) The vacancy announcement.
- (2) The position description.
- (3) The qualification standard or other documents showing the source of selective factors.
- (4) Application packages of all candidates.
- (5) Evaluations of each candidate's eligibility and qualification for the position as of the closing date of the announcement.
- (6) The merit promotion certificate with the names of candidates who were in the group from which selection was made, and names(s) of employee(s) selected, date of selection, signature of the selecting official, and signature(s) of reviewing officials (if applicable).
- (7) The job analysis.
- (8) The crediting plan.
- (9) A photocopy of the completed SF 52 including certification that each stopper list in effect from the date the SF-52 was received (or the position was established) by the Classification and Employment Section to the date a selection certificate was issued was reviewed and cleared; and documentation of the selectee's basic eligibility and qualifications.
- (10) Interview questions and notes/forms (if applicable).

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b. A separate file must be maintained for each nongeneric crediting plan containing:

(1) Copy of the crediting plan.

(2) Copies of all documentation regarding the job analysis.

(3) Copy of the position description identifying the source of KSA's (critical duties).

2. Reconstruction, Corrective Action, and Prior Consideration.

In order to determine which, if any, corrective action is required as a result of a procedural, regulatory, or program violation, it is necessary to reconstruct the case. Only by reconstruction can it be determined if an employee was adversely affected by a violation and which, if any, actions should be taken or program changes made.

a. Reconstruction begins at that point in the merit promotion process at which the violation occurred. If the violation was failure to advertise the vacancy per the merit promotion plan, reconstruction would involve advertising the vacancy properly, noting that it is for the purpose of reconstruction; evaluating qualifications as of the time of the original action; and establishing a best-qualified group. If the violation involved incorrect evaluation of candidates, then reconstruction would involve reevaluating all candidates and establishing the best-qualified group. If the violation involved a failure to rank employees who are otherwise properly located and evaluated, reconstruction would be from that point where ranking should have been done to identify the group for selection. If a promotion action is inadequately documented and a determination cannot be made as to whether the action was proper, the servicing personnel office would record the steps not documented, redocument, then determine whether the action was appropriate.

b. After reconstruction it is necessary to determine which, if any, corrective action is necessary concerning the promoted employee and the employees who are adversely affected. Additionally, program corrections may be necessary.

c. The reconstruction process may show the following employees to have been adversely affected:

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(1) Employees in the best qualified group, but who were not selected because of the selection of an unqualified employee; and

(2) Employees who were not in the best-qualified group in the original action, but who were in the reconstructed action. They may include:

(a) Those originally in the qualified group but improperly excluded from the best qualified group, or;

(b) Employees not considered in the original action but who were in the best qualified group upon reconstruction.

d. Prior Consideration for Placement. Only employees adversely affected as a result of a procedural, regulatory, or program violation are entitled to prior consideration. Therefore, any employee not in the best-qualified group upon reconstruction, was not adversely affected by the violation and no prior consideration may be granted. Employees entitled to prior consideration for placement will be considered for the next appropriate vacancy. The next appropriate vacancy would be:

(1) A similar type of position in the same pay system as the position for which the employee failed to receive proper consideration;

(2) One for which the employee is qualified and for which they would be a viable candidate (when compared against the knowledges, skills, and abilities would rate in the best qualified group); or

(3) One at the same grade level with no higher potential than the position for which consideration was lost.

(4) When deciding on the next appropriate vacancy, due consideration will be given to employee preferences. Eligible employees will also be advised of the importance of ensuring that their applications and any supplemental/supporting documents contain current and accurate information.

(5) Prior consideration is granted once each time proper consideration was denied. It is important, therefore, that the employee be given bona fide consideration. If during the consideration process it is determined that the employee does not meet the qualification requirements, then the employee should not have been referred and the condition of an appropriate vacancy has not been met. Nor will an employee entitled to prior

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consideration have received bona fide consideration if after referral, management decides not to fill the vacancy. In this situation, the employee will be referred again for the next appropriate vacancy.

(6) Selection is not required from a list of prior consideration eligibles. Nor is the selecting official required to document reasons for nonselection.

(7) Employees will be advised of their eligibility/entitlements and due regard will be given to employee job preferences.

(8) Eligible employees will also be advised of the importance of ensuring that their applications and supplemental questionnaires contain current qualifications information.

3. Documentation for Prior Consideration Placement

a. The following documents will be maintained by the Classification and Employment Section to ensure compliance with requirements.

(1) Listings of eligible employees and positions for which they are qualified and interested and for which they will be referred (positions which are in the same pay plan as that from which demoted, which are at the same or intervening grade level as the saved grade from which demoted, or the grade and pay plan as the position for which consideration was lost, as applicable); and

(2) Documents of referral and resulting selections or nonselections.

b. Eligibility Termination

(1) Employees who failed to receive proper consideration in a previous promotion case -- when selected, when referred for bona fide consideration, or at the end of the 1 (or 2) year period; and

(2) Employees under Civil Service Retirement Act (CSRA) grade and pay retention, CSRA pay retention, or salary retention -- when entitlement to pay/salary retention terminates.

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4. Disclosure of Merit Promotion Information

a. Disclosure of such information must be per FPM supplement 335-1, Subchapters 5-3 and 6-1. All candidates must have equal access to information on merit staffing (i.e., merit staffing processes and procedures, types and levels of qualifications required, experience creditable, and job-related evaluation criteria). The first consideration that is given, however, is to the protection of the privacy of individuals. Care must also be taken not to release information that might give some candidates an unfair advantage.

b. The contents of this paragraph in no way restricts the right of an employee from access to needed information if they have official responsibility for investigating, examining, or adjudicating a complaint. Personal or sensitive matters about an individual should only be released with the written consent of the individual concerned. (See FPM Supplement 711-1, Appendix C, for additional guidance.)

c. Candidates are entitled to be shown/told the following information after referral of the merit staffing certificate:

- (1) Whether they were found to be qualified;
- (2) Whether they were in the group from which selection was made;
- (3) The name of the person selected;
- (4) In what areas, if any, they can improve to increase their chances for future selection (normally this would not be applicable for those candidates certified for selection);
- (5) Their own supervisory appraisals of performance;
- (6) The evaluation factors (KSA's needed for successful performance in the position) used; points used, and the procedures used in arriving at the cutoff score, final score, and certification;
- (7) Their own ratings/scores on the evaluation factors (names of other candidates and panel members/raters must be deleted); and,
- (8) Their written test scores (if used).

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d. A candidate who is a grievant/complainant and/or their representative is entitled to see additional information providing that it is relevant to the issue(s). This information can be provided earlier if it will resolve the grievance or complaint at an informal stage. However, per the Privacy Act, unless written permission is obtained from the individual in question, all personal identifying information must be removed first. If it is not possible to completely sanitize these records, a narrative statement should be provided instead. The following, sanitized as appropriate, may be provided only when relevant to the issue(s):

- (1) Rating sheets on other candidates;
- (2) Application forms and supplemental questionnaires;
- (3) Supervisory appraisals; and
- (4) KSA's of activity-developed crediting plans.

e. The following information may not be released:

- (1) Test material;
- (2) "Internal Qualification Guides" which supplement CSC Handbook X-118C or activity rating schedules which copy or reference these guides;
- (3) Identifiable material on other candidates or any information which would be an invasion of privacy;
- (4) Information which may give some candidates an unfair advantage (e.g., crediting plans); and
- (5) Names of promotion panel members.

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NONCOMPETITIVE PROMOTION PROCEDURES

1. Accretion of Duties. The following criteria must be met for accretion of duties actions:

a. The major duties and responsibilities of the employee's former position must also be part of the new position and the former position must be abolished.

b. The action may not negatively impact on the grade of another position.

c. The new position has no known promotion potential.

2. Career Promotions. The promotion of an employee without current competition when competition was held at an earlier date or when the employee was appointed on an entry level or intermediate position designed or intended to prepare the employee for the full performance level of the position being filled (including the initial appointment of students in the Cooperative Education Program (CO-OP) and in the Federal Junior Fellowship Program, career ladder positions, including a cooperative education student converted noncompetitively.) Management may effect successive noncompetitive promotions for such an employee until the full performance level of the career series or occupation is reached. The types of career promotions are:

a. The promotion of an employee occupying a career ladder position. This is a case in which an employee is hired below the full performance level and is one of a group of employees who is being given grade building experience and is promoted after they demonstrate the ability to perform at the next higher grade level, and in which there is enough work at the full performance level to support all employees in the group at that grade level. When management appoints an individual to a career ladder position at the entrance/intermediate level, the appointment is made with the full expectation that the employee will reach the higher grade. All applicants must have been made aware of the promotion potential. Consequently, management must select only those employees that they fully intend to use in grade-building assignments. However, employees are not entitled to promotion at any given point, and before promotion, management must ensure that each employee so appointed is in fact capable of performance at the higher grade level. If an employee in a career ladder position is not promoted within a reasonable amount of time due

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to inability to perform at the higher grade level, they must either be reassigned or other appropriate action should be taken based on unacceptable performance.

b. The promotion of an understudy when the target position is vacated. An understudy is an employee competitively selected for the purpose of being trained to assume the duties of a position scheduled to be vacated in a definite period of time, normally 1 year or less.

c. The promotion of an employee in a position filled below the established or anticipated grade level after all requirements are met. This is when a position is filled competitively at a grade below the established or anticipated grade level for such reasons as a shortage of candidates who met the requirements for the higher grade or to provide employees the opportunity to develop the necessary knowledge and skills. The potential for future promotion must be made known to all potential applicants. Vacancies may appropriately be filled on this basis where the organizational structure is such that there is likely to be a limited supply of qualified candidates, where the position has been restructured to satisfy budget or other requirements, or where possibilities exist of meeting affirmative action goals (or in other similar situations).

d. The promotion of a trainee in a well-defined training program subsequent to a determination of satisfactory completion of the required training by the appropriate management official. This training period may involve both on-the-job and classroom training, or the performance of tasks for a specific period of time under close guidance.

e. The promotion of an employee upon satisfactory completion of an OPM/DoD/DON approved training or executive development agreement.

f. The promotion of an employee detailed for training or evaluation, if selection for the detail was competitive and the fact that the promotion would be noncompetitive was announced.

3. Placement of Employees Under Grade and Pay Retention and Prior Consideration Eligibility. Prior to taking any action to fill a vacant position either competitively or noncompetitively (except the placement of an employee with statutory or regulatory rights) the Classification and Employment Section shall refer for placement any employee who is entitled to prior consideration. The following order of precedence for referral shall be followed:

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a. HQMC employees under Civil Service Reform Act (CSRA) grade retention, CSRA salary retention, or salary retention accorded prior to January 14, 1979. (To be eligible for referral, employees under salary retention must have been demoted for reasons not stemming from personal cause or request. Consideration does not extend to those employees who accept a change to lower grade to enter formal developmental or upward mobility positions, or those who accept a change to lower grade as a result of solicitation for a hard-to-fill position.) These employees must be referred for each position for which fully qualified and interested, and in the pay plan from which demoted which is at or below the retained grade level of the position to which assigned. Eligibility terminates when entitlement to salary retention terminates.

b. Employees who did not receive proper consideration for promotion in a prior case due to procedural, regulatory, or program violation. Such employees must be afforded prior consideration for the next appropriate vacancy. Consideration will be granted for a 1-year period and may be extended for an additional year if not referred in the first year.

c. Priority Placement Program registrants in priorities 1 and 2.

4. Documentation Requirements

a. The Notification of Personnel Action (SF 50) must be annotated to show the full performance level when promoting the employee below that level.

b. The position description or [Optional Form 8](#) must be annotated to show that the position is a career ladder.

c. For accretion of duties, the basis for the upgrading of the position must be documented by a classifier or other appropriate personnel official, and verified by the supervisor/manager.

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CAREER LADDER POSITIONS

1. Career ladder positions are those for which an employee was originally selected from either an Office of Personnel Management (OPM) register or under other competitive procedures, for which all employees in the group are given grade-building experience and are promoted as they demonstrate the ability to perform at the next higher grade level, and for which there is enough work at the full performance level for all employees in the group. There may be grades above the full performance level in any unit and occupation shown below, but because there is not enough work at these higher grades to support all employees in the group, such positions normally shall be filled under competitive procedures. If an employee in a career ladder position is not promoted within a reasonable amount of time due to inability to perform at the higher grade level, they must either be reassigned out of the career ladder position or appropriate action should be taken per FPM 432.

2. The "target level" column in the following chart indicates the full performance level. For any position listed, there may be isolated, one-of-a-kind positions with a full performance level above or below the level specified in this chart. Such positions are not shown because they do not meet the definition of career ladders. The "entry level" column in the following chart indicates the normal entry level. Selection can be made at levels above or below the grades specified depending on recruiting needs and on the type and quality of candidates available.

Series	Title	Org Code	Target Level	Entry Level
GS-018	Safety and Occupational Health Spec	MHS	GS-12	7/9/11
GS-030	Sports Spec	MWD HQBN	GS-12 GS-9	7/9/11 5/7
GS-170	Historian	HSH2	GS-12	7/9/11
GS-201	Personnel Staffing and Classification Spec	ARCA	GS-12	5/7/9/11
GS-203	Personnel Assistant (Typing)	ARCA, ARCB	GS-7 GS-5	4/5/6 3/4

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Series	Title	Org Code	Target Level	Entry Level
GS-204	Mil Personnel Tech Tech Clerk	MH, MM, MR	GS-7	5/6
			GS-6	4/5
			GS-5	3/4
GS-205	Mil Personnel Mgmt Spec	CCI, MH, MM MM MH, MM	GS-12	5/7/9/11
			GS-11	5/7/9
			GS-9	5/7
GS-230	Employee Relations	ARCB	GS-12	5/7/9/11
GS-235	Employee Development Spec	ARCB	GS-12	5/7/9/11
GS-260	Equal Employment Spec	AR-4	GS11	5/7/9
GS-305	Mail Clerk	AR, CSP	GS-6	2/3/4/5
GS-318	Secretary (Typing or Stenography)	Various Orgs	GS-7/8	6/7
			GS-5/6	4/5
GS-322	Clerk Typist	Various Orgs	GS-4	2/3
GS-332	Computer Operator	CCD1	GS-7	4/5/6
GS-334	Computer Spec (All Concentrations)	AD, ARE ARIA, ARIB, CCIS, CCIR, CSD, FDA, LLS2, LP, MPI, RP MMPR1 LA3	GS-12	7/9/11
			GS-11	5/7/9
			GS-9	5/7
			GS-12	7/9/11
			GS-11	5/7/9
GS-343	Management Analyst	ARD, ARDB, ARDC, AREC, ASM, CCIS, CSP, HQBN, MMRB, MPC4, MPI4, POG, HQBN, MWI, LPM, MHP2 MPI5	GS-12	7/9/11
			GS-11	5/7/9
			GS-9	5/7
			GS-12	7/9/11
			GS-11	5/7/9

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Series	Title	Org Code	Target Level	Entry Level
GS-346	Logistic Management Spec	AD, C2A, C2I CBA, CBG, CBAL, CBAT, CBAV, CBG, LPP, PS, PSI, PST, SSC, SST, LPP	GS-12	5/7/9/11
			GS-11	5/7/9
GS-510	Accountant	CPR, FDA, FDR	GS-12	5/7/9/11
GS-525	Accounting Tech	01, ARC, ARGA, CP, CPR, FD, FDA, FDA3, LLF2, HQBN, SST	GS-7	4/5/6
GS-560	Budget Analyst	AD, C2CS, C2G, CPE, CPP, CPO, FDB3, LFF2, LLF, LLF2, LFT2, MP, MPP4, SS AR3, C2I, CPE, CPO, CPR	GS-12	7/9/11
			GS-11	5/7/9
			GS-9	5/7
GS-800	Professional Engineering	Various Orgs	GS-12	5/7/9/11
GS-802	Engineering Tech	SSC ARGD	GS-12	9/10/11
			GS-11	8/9/10
GS-986	Legal Assistant Clerk	JA	GS-7	5/6
			GS-5	3/4
GS-990	General Claims Examiner	MHP	GS-8	6/7
			GS-7	5/6
GS-1010	Exhibits Spec	HDM1	GS-11	5/7/9
GS-1015	Museum Curator	HDM	GS-12	7/9/11
			GS-11	5/7/9

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Series	Title	Org Code	Target Level	Entry Level
GS-1020	Illustrator	HDS3	GS-11	5/7/9
GS-1060	Photographer	ARAB	GS-7	5/6
GS-1071	Radio/Television Production Spec	ARA	GS-12	7/9/11
GS-1082	Writer/Editor	HD, L-1B, MH, MMDM, MMSC, MMSR	GS-9	5/7
GS-1083	Technical Publications Editor	0141	GS-11	5/7/9
GS-1084	Visual Information Spec	ARAA	GS-11	5/7/9
GS-1087	Editorial Assistant Clerk	AREC LA2	GS-7 GS-5	5/6 3/4
GS-1102	Contract Spec	CT, CTL, CTP, LBC, LBC4, LBO	GS-12	7/9/11
GS-1105	Purchasing Agent	ARGB 012012, HQBN	GS-7 GS-6	5/6 4/5
GS-1106	Procurement Assistant Clerk	LBC1 ARGB, CTL	GS-7 GS-6	5/6 4/5
GS-1411	Library Tech	HDS4, PSI	GS-8	5/6/7
GS-1420	Archivist	HDH4	GS-12	7/9/11
GS-1515	Operations Research Analyst	PSA	GS-12 GS-11	7/9/11 5/7/9
GS-1530	Statistician	LPA	GS-12	7/9/11
GS-1531	Statistician Assistant MHS		GS-9 GS-7	6/7/8 5/6
GS-1564	Printing Spec	AREA	GS-11	5/7/9
GS-1710	Education Spec	014	GS-12	7/9/11

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Series	Title	Org Code	Target Level	Entry Level
GS-2003	Supply Systems Analyst	ARG, LPS	GS-12	7/9/11
GS-2005	Supply Tech	CCDH	GS-7	5/6
		ARGC	GS-6	4/5
	Clerk	CSM	GS-5	3/4
GS-2010	Inventory Management Spec	AD, AREB	GS-12	5/7/9/11
		LPO	GS-11	5/7/9
		LFS	GS-9	5/7
GS-2101	Transportation Spec	LFT	GS-12	9/11
			GS-11	7/9
			GS-9	5/7

NOTE: Some positions may be created in occupations and departments identified above which may not have target levels as identified in this enclosure. Target levels for these positions will be identified individually on specific position descriptions. This listing may not be all inclusive and is subject to change. ARCA will maintain a list of approved additions/deletions which have not been incorporated into this Order.

ENCLOSURE (4)

DEFINITIONS

1. Area of Consideration. The area in which HQMC makes an intensive search for eligible candidates in a specific promotion action. It may be designated by organization, geographic location, or by any other combination by which management should reasonably expect to locate sufficient highly qualified candidates to fill vacancies.
2. Best Qualified Candidates. Qualified candidates who receive the highest scores in an evaluation process and whose qualifications clearly distinguish them from other candidates.
3. Career Ladder. The range of grades in an occupational series which represents the normal promotion pattern for those employees who demonstrate the ability to perform at the next higher level and fulfill stated time-in-grade requirements.
4. Career Promotion. A promotion made without current competition and which meets the criteria of enclosure (1), paragraphs 1 to 2a of this Order.
5. Competitive Procedures. The prescribed methods by which open competition is required before any selection to fill a vacant position is made.
6. Crediting Plan. A scaled set of training, education, and experience examples that demonstrate possession of the required knowledges, skills, and abilities (KSA's) used to assign point values to related portions of an applicant's background.
7. Demotion. A change of an employee to a lower grade or to a position with a lower rate of basic pay.
8. Job Analysis. A systematic, documented review of the job to be filled to determine what knowledges, skills, and abilities are required for successful performance of the duties.
9. Knowledges, Skills, and Abilities (KSA's)
 - a. Knowledge. An organized body of information, usually of a factual or procedural nature, which, if applied, makes adequate performance on-the-job possible.
 - b. Skill. Proficient manual, verbal, or mental manipulation of data, people, or things.

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- c. Ability. The capability to perform an activity.
10. Position Change. A promotion, demotion, or reassignment made during an employee's service.
 11. Position with Known Promotion Potential. A position from which a career promotion may be made.
 12. Promotion. A change of an employee while serving continuously within the Federal service:
 - a. To a position of higher grade when both the old and the new positions are within the General Schedule (including General Merit positions) and within the same pay schedule.
 - b. To a position within a higher rate of basic pay in a different job classification system and pay schedule; for example, from a General Schedule position to a Federal Wage System position, or vice versa.
 13. Promotion Panel. A group of subject matter experts established to evaluate, and rate employees for promotion.
 14. Qualified Candidates. Those candidates who meet established basic qualifications requirements for the position.
 15. Reassignment. The change of an employee, while serving with HQMC, from one position to another without promotion or demotion.
 16. Selective Factors. Knowledges, skills, or abilities which are essential for satisfactory performance on the job and which represent an addition to the basic standard for a position. These factors should be used only when the absence of such KSA's will screen applicants out from consideration. The following are examples of appropriate selective factors for determining eligibility for consideration when the factors are essential for successful job performance:
 - a. Ability to speak, read, and/or write a language other than English;
 - b. Knowledge and abilities which pertain to a certain program or mission and which cannot readily be acquired after promotion; and
 - c. Ability in a functional area (for example, ability to evaluate alternative ADP systems).

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17. Selecting Official. A supervisor or manager authorized to make a selection from a promotion certificate.

18. Supervisor. An incumbent of an officially designated supervisory position.

19. Temporary Promotion. A promotion for a limited period to meet a situation requiring temporary services of an employee in a higher graded position.

20. Transfer. A change of an employee from a position in HQMC to a position in another Government agency or a change from a position in another Government agency, to HQMC.

21. Understudy Position. A position specifically designated and used for training an employee who has been competitively selected to assume the duties of a position which is scheduled to be vacated within a definite period of time, normally 1 year or less, and to which subsequent promotion may be made noncompetitively.

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