

7. Procedures.

a. Panel chairs must ensure that they carefully review and document the criteria used by the panel to evaluate the candidates referred. Since these candidates have been referred as "best-qualified", selection procedures involving matrices with finite point assignments can be difficult to validate and impossible to defend against challenge. Instead, the selection panel members should rank the referred candidates based on their overall assessment of the candidate's related experience, leadership abilities, awards, education/training, performance appraisals, etc., without assigning points to categories and subcategories. See sample matrix at Appendix C.

b. Interview results, both personal and Leadership Competency Interviews, should not be given sole weight, but should be considered with the results of other information, such as reference checks with current and former supervisors and/or peers. A search on the Personnel Management and Information Support System (PERMISS) section, Recruitment and Placement Program, Candidate Referral and Selection, at the Army web site <http://www.cpol.army.mil> provides useful information and includes some good discussion on inappropriate interview questions and subjects.

8. Appendix D provides a format to be used by the panel chair to forward a recommendation for selection.

FOR THE COMMANDER:



ROBERT CREAR
Colonel, Corps of Engineers
Chief of Staff

4 Appendices
App A - Recruitment & Selection
 Responsibilities
App B - Recruitment Process
App C - Sample Matrix of Panel
 Evaluation
App D - Sample Selection Recommendation