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	U. S. DEPARTMENT OF THE INTERIOR OFFICE OF SURFACE MINING RECLAMATION AND ENFORCEMENT DIRECTIVES SYSTEM	Subject Number: PER-16 Transmittal Number: 288 Date: 10/27/86

Subject: Merit Promotion Policy and Implementation

Approval: Carl J. Christensen | Title: Director

1. Purpose. This Directive establishes the Merit Promotion and Internal Placement Plan (hereinafter referred to as the Merit Promotion Plan) for the Office of Surface Mining Reclamation and Enforcement (OSMRE). The Plan provides the policies, regulatory requirements, and procedures to be met in effecting promotions and merit placements for covered OSMRE employees.

2. Definitions.

a. Appointing Authority means the Chief, Division of Personnel and those individuals to whom the authority to effect personnel actions has been redelegated.

b. Area of Consideration is the area in which the agency makes an intensive search for eligible candidates in a specific promotion action. The minimum area of consideration is the area 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. (When the minimum area of consideration produces enough high quality candidates and the agency does not find it necessary to make a broader search, the minimum area of consideration and the area of consideration are the same).

c. Best Qualified Candidates are those who rank at the top when compared with other eligible candidates for a position. A reasonable number of best qualified candidates are referred for selection.

d. Career Candidates are those who have acquired competitive status for a permanent position through OPM regulations and who must complete service for career tenure.

e. Career Ladder Position is a position in a sequence of jobs with increasing responsibilities from a lower level and grade to the full performance level within a specific occupation.

o. Position with Known Promotion Potential is a position which is to be filled below the performance level or grade established or anticipated for the position. (Understudy, trainee or apprentice positions normally have such promotional potential).

p. Priority Consideration is consideration by selecting officials of certain eligibles who are entitled to consideration for a vacancy before other candidates.

q. Promotion is the change of an employee to a position at a higher grade level within the same job classification and pay schedule or to a position with a higher rate of basic pay in a different job classification system and pay schedule.

r. Qualified Candidates are those who meet established qualification requirements for the position (X-118 Qualification Standards and Selective Factors).

s. Ranking is the process of arranging eligible candidates in order of merit relative to each other, by numerical rank order, according to their ratings.

t. Ranking Factors are those knowledges, skills, abilities and other characteristics identified as desirable for successful performance in the position to be filled, when established as numerically determined evaluation criteria.

u. Rating is the end product of the evaluation process. The candidate's rating is the assessment made of his/her demonstrated or potential ability to do the job.

v. Reassignment is the change of an employee from one position to another without promotion or demotion.

w. Reinstatement is the noncompetitive appointment of a former Federal employee when it is based on an appointment which conveyed competitive status (career or career-conditional appointment).

x. Selective Factors are those knowledges, skills, abilities or specialized criteria which are essential for successful performance in the position to be filled. As such, they constitute part of the minimum qualification requirements of the position. In order for selective factors to be used, they essentiality must be supported by duties and responsibilities in the position description.

y. Selecting Official is the person who has authority to select an individual to fill a position.

c. Responsibilities.

(1) The Personnel Officer is responsible for:

(a) Assuring that the OSMRE Merit Promotion and Internal Placement Plan meets the five basic requirements for Federal Merit Promotion Plan as listed in the Federal Personnel Manual (FPM) Chapter 335 and any Departmental requirements.

(b) Administering the Plan equitably and without discrimination in compliance with regulatory requirements.

(c) Assuring that technical guidance and assistance is provided to managers, supervisors, and employees on this Plan.

(d) Reviewing and evaluating the Plan periodically and effecting necessary changes.

(e) Posting Merit Promotion opportunities.

(f) Keeping employees adequately informed by providing appropriate and continuing publicity on promotion policy and procedures.

(2) Supervisors and management officials are responsible for:

(a) Being fully informed of the provisions of the Plan to provide appropriate guidance to employees. Informing employees of the areas in which vacancy announcements are posted and counseling employees on procedures for submitting applications.

(b) Considering all candidates referred and making selections based on judgment of how well the candidates will perform the job. Assuring uniformity in screening/evaluating all candidates referred.

(c) Completing supervisory appraisals of candidates under their supervision promptly, with an accurate appraisal of the employee's performance and work habits, including potential for developmental and supervisory positions (when applicable).

(d) Furnishing advice and assistance to employees who seek developmental assignments. Advising employees in what areas of job performance, if any, improvement is needed to increase chances for future promotion.

3.c.(2)(a)

(a) Disqualifying themselves if they have applied for the position being filled, will be involved in the selection process, are related by blood or marriage to any of the candidates, or are in a lower grade than that of the position being filled.

(b) Reporting promptly when selected for merit promotion training or paneling and completing assignments on a timely basis.

(c) Following all guidelines and instructions, and when evaluating candidates, using only the records provided. Personal knowledge of candidates, which is not an established part of the record, will not be used in the rating and ranking process.

(d) Refraining from discussion of any information on candidates' records and qualifications or testing/interview materials except when properly scheduled by Personnel representatives.

(e) Promptly reporting any management or supervisory official's attempt to obtain information or influence the rating and ranking process to the Chief, Division of Personnel.

4. Reporting Requirements. None

5. References.

a. Chapter 335 of the Federal Personnel Manual. This chapter provides the overall Federal policy under which agencies must develop and operate their merit promotion plan and procedures.

b. 370 DM 335. This Directive contains the Department of Interior's policies and procedures on Merit Promotion.

c. Office of Personnel Management (OPM) Handbooks X-118 and X-118c. These handbooks contain the official statements of minimum qualifications required for competitive service positions covered by this Plan.

d. Department of the Interior Excepted Qualification Standards. These are qualification standards approved by the Department of Interior for filling its positions in the excepted service.

6. Effect on Other Directives. This plan supersedes the OSMRE Merit Promotion Policy and Implementation Plan, dated March 19, 1984.

ATTACHMENT

U.S. DEPARTMENT OF INTERIOR
OFFICE OF SURFACE MINING

OSMRE MERIT PROMOTION GUIDELINES

TABLE OF CONTENTS

SECTION		PAGE
1	Positions Covered	1
2	Area of Consideration	3
3	Locating Candidates	5
4	Determining Basic Eligibility	8
5	Evaluating Eligible Candidates	9
6	Supervisory Evaluation Forms	11
7	Promotion Panels	11
8	Ranking, Referral and Selection	12
9	Action by Selecting Official	13
10	Additional Requirements/Information for Selecting Officials	14
11	Temporary Promotion	14
12	Procedures for Filling Key Positions	14
13	General Requirements	15
14	Travel and Transportation Cost	15
15	Medical, Suitability and Security Requirements	15
16	Information to be Provided to Employees	15
17	Resolution of Employee Complaints	16
18	Corrective Actions	17
19	Maintenance of Merit Promotion Records	17
20	Review and Evaluation of Promotion Program	18
	Appendix A: Career Ladders	19
	Appendix B: OSMRE Rating Procedures	20
	Appendix C: Appraisal for Promotion	22
	Appendix D: Evaluation Requirements for Supervisory Positions	23
	Appendix E: OSMRE Selection Certificate	24

ATTACHMENT

OSMRE MERIT PROMOTION GUIDELINES

1. Positions Covered. Basically, competitive procedures apply to all positions within OSMRE. Listed in "a" below are actions for which the competitive provisions of this Plan must be applied; and, "b" lists the exceptions authorized under this plan. However, this plan does not apply to temporary, limited, term, or seasonal positions; positions of a confidential or policy-determining nature which are filled under Schedule C; Senior Executive Service positions; and excepted positions of temporary or seasonal nature, except as specifically indicated.

a. The competitive promotion procedures of this Plan apply to the following types of actions:

(1) All promotions of employees within OSMRE except under circumstances specified under Item "b" below.

(2) Reinstatement to a permanent or temporary position at a higher grade than the last grade held in the Federal service, or to a position with promotion potential higher than the last position held in a nontemporary competitive position.

(3) Reassignment or demotion to a position with more promotion potential than the position last held (except as permitted by reduction-in-force regulations).

(4) Selection for detail to a higher grade position or to a position with known promotion potential for more than 120 days.

(5) Selection for training which is given primarily to prepare an employee for advancement and is required for promotion (i.e. when eligibility for promotion depends on whether the employee has completed training).

(6) Temporary promotion which will exceed 120 days.

(7) Transfer to a higher graded position.

b. The following placement actions may be made as exceptions to the competitive requirements of this Plan:

(13) Reassignment from a position having known promotion potential to a position having no higher potential, when there is sufficient documentation to prove that the grade potential of both positions is the same.

(14) Reassignment, demotion, and transfer to a position with no known promotion potential.

(15) Reinstatement to a position with no known promotion potential at a grade no higher than the last grade held in a nontemporary position in the competitive service.

(16) A promotion resulting from an employee's position being reclassified at a higher grade because of additional duties and responsibilities (gradual assumption of duties). Before such an action is effected, the following documentation shall be completed and maintained for the position record:

a. An evaluation report showing the results of a position audit or;

b. A statement prepared, signed and dated by a supervisor over the position which outlines all changes which occurred and the reason(s) for the changes, and; a job analysis of the changes by a representative of the Division of Personnel with a summary indicating that the changes did or did not result in a position which is a clear successor to the incumbent's prior job and to what extent the previous was absorbed by the new one.

2. Area of Consideration.

a. The minimum area of consideration is the geographical area in which OSMRE can reasonably expect to locate enough well qualified candidates to fill vacancies in the positions covered by this Plan. A primary consideration in establishing this area is the extent to which coverage is sufficient for positions and grade levels where under-representation has been identified. Below are minimum areas for announcing OSMRE positions and a recommended extended area of consideration to use when necessary:

*(3) Governmentwide area of consideration means vacancy announcements are distributed nationwide for status applicants only. The nationwide area of consideration reflects the solicitation of applications from all sources, both status and nonstatus applicants.

b. Consideration of Employees Within the Minimum Area. All employees within the minimum area of consideration must have the opportunity to be considered for promotion to positions for which they apply and are eligible.

c. Consideration of Voluntary Applications Outside the Minimum Area. Voluntary applications submitted by candidates with status, who are outside the minimum area of consideration specified in a vacancy announcement, may be accepted for consideration. However, Departmental candidates who are outside the minimum area must be considered by the same means as those within the minimum area.

d. Systematic Extension of Area of Consideration. When and how far to extend the area of consideration depends upon factors such as the following:

(1) The number of qualified candidates produced.

(2) The need for identifying sufficient qualified candidates.

(3) The extent to which specific positions and grade levels are underrepresented.

The area of consideration should normally produce at lease three to five candidates who are well qualified.

In the event the area of consideration does not produce three to five well qualified candidates, it may be expanded. However, if less than three qualified candidates are produced by a specific vacancy notice, and the selecting official is willing to choose one of them, extension is not required.

3. Locating Candidates. There are a number of methods available for locating eligible candidates for a vacancy. Some of the more frequently used methods are described below.

(i) A statement as to whether the employees must file a statement of employment and financial interest and/or conflict of interest;

(j) Information as to what one must do to apply, including the need for a completed and updated Standard Form 171, the necessity for submitting the supervisory evaluation form which is attached to the vacancy notice and the location of the personnel office where the completed forms should be submitted;

(k) For supervisory or managerial positions the announcement must state (A) that a probationary period requirement will be imposed on any selectee who has not previously fulfilled the requirement, and (B) whether or not the position will be under merit pay;

(l) The opening and closing dates of the announcement for receipt of applications;

(m) Any special conditions of employment related to a specific position, such as part-time employment and the potential, if it exists, for reassignment and/or promotion to a position on the full-time permanent work force, etc.; and

(n) A statement of equal employment opportunity and Privacy Act provisions.

(o) Any special requirements related to the job e.g. percent of time spent in travel.

c. Ranking Factors are not qualification standards, and do not affect basic eligibility. They are used to distinguish between applicants who have basic eligibility.

d. Qualification requirements for a particular position may be modified after the selection process is underway provided the vacancy is reannounced and all applicants eligible under the modified qualification requirements are considered.

e. When selective and/or ranking factors are used, their validity and propriety must be clearly reflected and supported by a current position description of the job for which they are used, as well as the OSMRE Crediting Plan used.

5. Evaluating Eligible Candidates.

a. The Merit Promotion Plan is designed to provide the selecting officials with a reasonable number of best qualified candidates for each announced vacancy. The procedures used to identify those candidates should include an analysis of position requirements by the supervisor, which results in the identification and application of job-related ranking factors or criteria. The criteria must:

(1) Provide a basis for considering and comparing candidates based on the knowledges, skills, abilities, and other characteristics that an employee should possess to be successful in the position;

(2) Provide adequate emphasis on those qualifications which indicate a candidate's potential for future promotion, when the job being filled actually leads to further advancement; and

(3) Distinguish carefully between the knowledges, skills, and abilities an employee must possess at the time of promotion and those which can be quickly and easily acquired after promotion through experience or training.

b. Methods of Evaluating Candidates. (See Appendix B for a specific description of recommended OSMRE Rating Plan).

(1) Once the ranking factors are identified, the selecting official, personnel office representative, and, when useful, panel members will determine the way in which the evaluation criteria will be applied. When practicable, the ranking factors and evaluation criteria should be outlined in the specific vacancy announcement.

6. Supervisory Evaluation Forms.

a. For each position covered under this Merit Promotion Plan, the Appointing Authority, with the assistance of the supervisor of the position to be filled, will develop a list of job-related criteria upon which applicants are to be treated by their supervisors. The relative importance of the individual ranking factors should be determined as they relate to the position.

b. Extreme care should be exercised by both the Appointing Authority and the supervisor to insure that ranking factors measure the applicant's current ability and potential to perform in the position.

c. Evaluation factors stressing work-related personal qualities should be clearly defined and must be directly related to the position to be filled. Such factors as loyalty, intellectual integrity, and maturity should be avoided unless such terms are clearly defined in order to establish a common meaning and understanding.

d. Supervisory evaluation forms will normally be obtained from each applicant who applies for a position covered by this Merit Promotion Plan. If the applicant is a current OSMRE employee, a supervisory evaluation form is essential. However, no applicant will be excluded because of failure to submit a supervisory evaluation even though the lack of the information which the requested evaluation would provide may have a negative impact on the applicant's evaluation.

e. Applicants applying for supervisory positions will be required to submit a specific appraisal which evaluates supervisory potential or performance (see Appendix D).

7. Promotion Panels. The following procedures will apply in establishing promotion panels:

a. Promotion panels will be used in filling all key positions--those requiring Departmental clearance --if there are more than five candidates, and for all other positions, if there are more than ten qualified applicants. However, panels may be convened when there are fewer qualified applicants if, in the judgment of the selecting official or the servicing Personnel Specialist, the convening of a panel would be appropriate.

b. The Appointing Authority shall be responsible for designating and/or approving the members on the panel.

will be filled, three to five best qualified candidates may be certified to the selecting official at each grade level. When best qualified candidates are not available, qualified candidates may be referred.

e. More than five candidates may be certified if, in the judgment of the promotion panel and/or the Appointing Authority, a meaningful distinction cannot be made among a smaller number of qualified candidates. If the total number of qualified promotion candidates is five or less, all of them may be referred as best qualified to the selecting official without further evaluation.

f. Candidates who are not applying for promotion (e.g., applicants for reinstatement, demotion, reassignment, or transfer, or persons with OPM eligibility) will not be rated and ranked in relation to promotion candidates and will be referred to the selecting official in a separate column on the Selection Certificate.

g. The Appointing Authority will be responsible for evaluation when there are six to ten qualified candidates for jobs not designated as key positions.

9. Action by Selecting Official.

a. Selecting officials may select any candidate from among those who have been certified, based on their judgment of how well the candidates will perform in the job being filled, and when relevant, what their potential is for future advancement.

b. A selecting official is not required to fill a vacant position by means of merit promotion. The job may be filled immediately or subsequently by some other type of authorized placement action, such as reassignment, lateral transfer of someone from another agency, or selection from an OPM register.

c. The selecting official interviews or uses other appropriate screening approaches which must be uniformally applied to all candidates under consideration. All procedures used must be job related, consistent with merit principles and properly documented.

d. The selecting official must provide a written statement of the reasons for selecting a qualified candidate over one who is best qualified. This justification should reflect the candidate's qualifications with regard to the requirements of the job being filled. A statement which amounts to the assertion that the candidate "is best qualified for the job" is insufficient. The justification must be submitted to the Appointing Authority for approval before an applicant can be appointed.

13. General Requirements.

a. The Appointing Authority will notify all candidates by letter of their status within two weeks after acceptance of an offer of employment by the selectee, or within two weeks after the selection process has been discontinued.

b. Official notification of selection and requests for release of employees must be handled by the appropriate Appointing Authority (Headquarters Personnel Office or designee). Selecting official shall not make formal or informal commitments to candidates.

c. Promotion and placement actions will not be based on nepotism, personal favoritism or patronage, including personal friendship or political affiliation.

14. Travel and Transportation Costs. Selections of current Federal employees under competitive procedures, including candidates selected for reassignment or demotion, are considered to be in the best interest of the agency and travel and transportation costs incurred in a change of headquarters or duty station will be paid by the Government.

Payment is also authorized for shortage category positions as defined by the Office of Personnel Management.

15. Medical, Suitability and Security Requirements. Normally, employees shall not be placed into positions or informed of a tentative selection until all medical, suitability and security requirements for the position have been met. In the event of a reversal of the selection decision due to medical, suitability, or security reasons, the employee shall be promptly informed by the Appointing Authority processing the personnel action.

16. Information to be Provided to Employees. A discussion of the OSMRE Merit Promotion Program shall be incorporated into the orientation of new agency employees. In addition, continuing publicity shall be given the program in agency internal communication publications. As a minimum, the following shall be made available to employees by the authority:

a. Promotion plans, or information as to where they may be reviewed.

b. Career path information indicating short and long range career opportunities.

c. Information about the qualification requirements, evaluation techniques and methods used in selecting candidates for promotion to positions in which they are interested.

d. Information on the various methods of selecting candidates and filling vacancies.

a. Failure to be selected for promotion when proper promotion procedures have been used.

b. An action required to be taken by the office under provisions of statute or instructions as a result of the Office of Management and Budget, OPM, Departmental, or OSMRE directives.

Complaints of discrimination based on race, color religion, sex, age, or national origin or handicap are specifically excluded from the agency grievance procedures. They are handled in accordance with procedures established by the EEO Officer.

18. Corrective Action. Action to rectify a promotion violation may involve the employee who was erroneously promoted, the employee or employees who were not promoted or considered because of the violation, or the officials who caused or sanctioned the violation. It may also involve correction of program deficiencies.

The nature and extent of actions to be taken in any case have to be determined on the basis of all the facts in the case, with due regard to the circumstances surrounding the violation, and to the equitable and legal rights of all parties concerned including the interests of the Government. Corrective actions will comply with applicable OPM and Department requirements (See FPM Chapter 335, Appendix A-4.)

19. Maintenance of Merit Promotion Records. A promotion case folder for each position filled through competitive procedures must be maintained by the Appointing Authority for two years following the effective date of the personnel action or until after the program has been formally evaluated by OPM (whichever comes first), if the time for grievance has lapsed. It must contain sufficient information to allow reconstruction of the action. As minimum, the record must include the information below.

a. Vacancy Announcement.

b. Position Description.

c. Standard Form 52.

d. Listing of all applicants considered for the position.

e. Applications of all candidates considered.

f. Rating and ranking criteria used, including evaluation methods and systems; and a record of all determinations and ratings on each applicant.

g. Names of applicants as they appeared in the final ranking.

h. Names of best qualified candidates.

APPENDIX A

MERIT PROMOTION AND INTERNAL PLACEMENT

Career Ladders

Listed below are the normal career ladders for certain occupations in the Office of Surface Mining Reclamation and Enforcement (OSMRE). A career ladder consists of a group of positions in the same occupational series ranging in grades from the basic entry level to, and including, the full performance level. The full performance level is the grade level for a position or a specific group of similar positions to which untrained or partially trained employees in that work and organizational unit can aspire without using further competitive procedures under the Merit Promotion Plan. Full performance level refers to positions not to individual employees. However, this listing does not mean that each office or organization has or can have career ladders to the full performance level, or that positions are limited to the grade range shown. Neither does it guarantee the promotion of employees occupying positions within the indicated grade range, since promotion is dependent upon such factors as meeting the time-in-grade requirement, demonstrated satisfactory performance at any employee's current grade, potential or ability to perform higher graded duties, and the availability of such higher graded duties.

This should be used primarily as a guide in establishing career paths from entry level or trainee positions to full performance level positions. If in a particular organization, it is determined that the career ladder is different from that shown below, or the occupation is not listed, the actual career ladder must be shown on merit promotion announcements and appropriate career ladder records maintained by the appointing authority.

GS-200	Personnel Specialist	to GS-11
GS-203	Personnel Clerk	to GS-05
GS-312	Clerk-Stenographer	to GS-04
GS-318	Secretary	to GS-05
GS-322	Clerk-Typist	to GS-04
GS-510	Auditor	to GS-12
GS-334	Computer Specialist	to GS-11
GS-343	Management Analyst	to GS-11
GS-800	All Series of Professional Engineers	to GS-12
GS-1102	Contract Specialist	to GS-11
GS-1701	Training Program Specialist	to GS-12
GS-1801	Surface Mining Reclamation Specialist	

APPENDIX B

MERIT PROMOTION AND INTERNAL PLACEMENT

Rating Procedures

In accordance with the OSMRE Crediting Plan, the following procedures will be used in rating applicants for each vacancy.

1. The Selecting Official.

a. Develops and submits to personnel the ranking factors, which are those knowledges, skills, abilities, and other characteristics he/she feels are desirable for successful performance in the position.

b. Develops and submits the weighted percentages for each ranking factor: e.g., he/she may decide that ranking factor #1 should be 40% (4); ranking factor #2 40% (4); ranking factor #3 10% (1); and ranking factor #4 10% (1). The weighted percentages must total 100% (10).

c. Decides what quality level score (see example below) will be acceptable to determine the best qualified candidates.

2. Promotion Panels. The requirements for promotion panels are outlined in the OSMRE Merit Promotion Guidelines, Section 7(a-f). The panel members will review all applications referred to them by the personnel office for the position to be filled. The panel will evaluate each applicant on the knowledges, skills, abilities, and other characteristics, which have been identified as desirable for successful performance in the position to be filled.

Each panel member will evaluate each applicant on a Rating Sheet (See Attachment 1), based on the applicant's quality of experience, training, etc., on the quality level range as follows:

08-10 - Superior
05-07 - Above Average
01-04 - Average

The rating of each factor will be multiplied times the percentage of importance placed by selecting official. An evaluation of an applicant by one member might look like this:

Factor	Weight		Quality Level (0-10)		Score
#1	40% = 4	X	8	=	32
#2	40% = 4	X	9	=	36
#3	10% = 1	X	0	=	0
#4	10% = 1	X	5	=	5
	100% = 10		Quality Level Score (Total Score)		73

RATING SHEET

Vacancy Ann. No.: _____

Position Title, Series, and Grade:

NAME OF CANDIDATES	FACTOR 1		FACTOR 2		FACTOR 3		FACTOR 4		FACTOR 5		TOTAL
	QUAL. LEVEL (0 - 10)	WEIGHT X ( )=	QUAL. LEVEL (0 - 10)	WEIGHT X ( )=	QUAL. LEVEL (0 - 10)	WEIGHT X ( )=	QUAL. LEVEL (0 - 10)	WEIGHT X ( )=	QUAL. LEVEL (0 - 10)	WEIGHT X ( )=	

Rating Member Signature: _____ Date: _____

MB-132 (5/82)

APPRAISAL : PROMOTION

APPENDIX C

(INFORMATION PROVIDED ON THIS FORM IS SUBJECT TO DISCLOSURE TO THE APPLICANT UPON HIS/HER REQUEST)

SIGNATURE OF RESPONDENT _____ TITLE _____ DATE _____

APPLICANT'S NAME:

TITLE, SERIES & GRADE OF PRESENT POSITION:

OSM VACANCY ANNOUNCEMENT NO:

	SUPERIOR	ABOVE AVERAGE	AVERAGE	UNKNOWN OR NOT OBSERVED
1. Exhibits understanding of general office procedures and can operate effectively in his/her environment.				
2. Quickly comprehends and adheres to established regulations, guidelines and procedures that govern present position.				
3. Able to plan, organize, and effectively carry through on assignments and do so in a timely and accurate manner.				
4. Able to make sound and effective decisions within his/her realm of authority.				
5. Effectively analyzes and follows through on course of action in dealing with work-related problems.				
6. Able to work effectively under pressure.				
7. Able to perform duties under a minimum degree of guidance/supervision.				
8. Demonstrates willingness and ability to take on additional work.				
9. Easily and willingly adapts to changes in policies, procedures, etc.				
10. Accepts constructive criticism well and takes appropriate corrective action.				
11. Establishes and maintains effective and productive work relationships.				
12. Makes clear and effective oral and written presentations.				
13. Adheres to and supports management decisions.				

MB-155
Revised 5/82

DEPARTMENT OF THE INTERIOR OFFICE OF SURFACE MINING Evaluation of Supervisory Potential	ANNOUNCEMENT NO. POSITION (TITLE/SERIES/GRADE/LOCATION)

NAME	GRADE	LOCATION

Part I (To be completed by the non-supervisory candidate)

Candidates for a supervisory position must have demonstrated in their work experience or training that they possess or have the potential to develop the qualities of successful supervision. Describe below the work experience or training which in your opinion has prepared you for a supervisory position.

A. Experience Statements

Check and complete the blocks which best describe your supervisory related experience.

	Statement	Position Title, Grade, Location, And Dates of Experience
	Experience as a group, unit, section, supervisor (5 or more subordinates).	
	Experience as a group, unit, section leader responsible for at least three employees.	
	Assignments which involved providing guidance and training to new employees	
	"Project Leader" assignments which involved coordinating and integrating the work of others into a completed work product.	
	Assignments as a "troubleshooter" or source of advice to others regarding the organization's work.	
	Assignments which involved devising new work methods and procedures or improvements in existing work practices, and getting the cooperation of employees in applying the new methods and practices.	
	Other: (Include outside activities involving significant leadership assignments).	

I certify that this statement is true, complete and correct to the best of my knowledge and belief.

Signature _____ Date _____

OSM-97 (7/86)

OSM Selection Certificate

PART I - TO BE COMPLETED BY THE PERSONNEL OFFICE

Vacancy Announcement Number:	Location:	Date Issued
Position Title, Series & Grade:		

To the Selecting Official:

Person(s) listed below is/are referred to you for consideration for the position shown above. You are requested to consider all of the information attached for the candidate(s) and indicate your selection in Part II below. Interviews or other screening approaches used must be uniformly applied to all candidates under consideration. Deviations from this practice must be documented. All procedures used must be job related and consistent with merit principles. Please place a check mark by the candidate(s) that you interviewed. If a qualified candidate is selected over a best qualified candidate, a written justification must be submitted along with this certificate. The justification must be approved by the Personnel Officer before the candidate can be appointed.

This certificate will expire on _____, unless a specific extension has been granted by the Personnel Officer.

Personnel Representative: _____

NAMES OF ELIGIBLE CANDIDATE(S) — Listed in alphabetical order

PROMOTION CANDIDATE(S)		REASSIGNMENT, DEMOTION AND REINSTATEMENT CANDIDATE(S)
Best Qualified	Qualified	

PART II - TO BE COMPLETED BY SELECTING OFFICIAL

To Personnel Officer:

I have considered the candidate(s) listed above and have selected _____ for the position indicated above.

Signature	Name and Title	Date

PERSONNEL USE ONLY Effective Date of Personnel Action: _____

MB 141
Revised 5/82