



**U.S. Department of Justice**  
Federal Bureau of Prisons

**PROGRAM STATEMENT**

OPI: HRM/PDB  
NUMBER: 3330.02  
DATE: July 25, 2016

## **Pre-employment**

/s/

*Approved:* Thomas R. Kane  
Acting Director, Federal Bureau of Prisons

### **PURPOSE AND SCOPE**

To effectively screen and evaluate prospective employees to ensure a competent workforce that will adhere to the BOP's core values of Correctional Excellence, Integrity, and Respect, and result in hiring consistent with applicable laws, regulations and Merit Systems Principles.

#### **a. Summary of Changes**

##### *Policy Rescinded*

P3000.03 Human Resource Management Manual, Sections 310.1, 310.2, 330.1, 330.2, 338.6, 339.1, 572.1

- Updated Directives Referenced.
- Removed requirement for Psychologists on interview panels.
- Made minor changes to attachments used during the interview process.
- Added Health Services Staffing and Recruitment responsibilities in Medical and Dental Officer recruitment.
- Added responsibilities of Credential Verification Officer in the recruitment process for Medical and Dental Officer positions.
- Added Domestic Partner to the list of those who should not be placed in a direct supervisory position over the other.
- Added nurses to the list of positions having an exception from the maximum entry age requirements.
- Changed requirements for requests for age waivers.
- Added information regarding waivers for maximum entry age for veterans' preference eligibles.

b. **Program Objectives.** The expected results of this program are:

- Select new employees for primary law enforcement positions who possess core values, personal characteristics, and knowledge, skills, and abilities appropriate for work in a correctional organization.
- Identify procedures involved in effectively coordinating the staffing of medical and dental officer positions.
- Communicate the physical and age requirements for law enforcement positions.
- Set limitations for the hiring of relatives of certain officials.
- Communicate the parameters involved in paying travel and transportation expenses for interviews and moves for new appointees.

c. **Institution Supplement.** None required. Should local facilities make any changes outside the required changes in the national policy or establish any additional local procedures to implement the national policy, the local Union may invoke to negotiate procedures or appropriate arrangements.

## REFERENCES

### *Program Statements*

- P2200.02 BOP Temporary Duty (TDY) Travel Regulation (2/12/16)
- P3000.03 Human Resource Management Manual (12/19/07)
- P3906.19 Physical and Medical Standards for Newly Hired Correctional Employees (11/19/96)

### *BOP Forms*

- BP-A1082 Security Agreement on the Control of Test Materials

### *ACA Standards (see P.S. Directives Management Manual, sections 2.5 and 10.3)*

- American Correctional Association Standards for Adult Correctional Institutions, 4th Edition: 4-4010
- American Correctional Association Performance Based Standards for Adult Local Detention Facilities, 4th Edition: 4-ALDF-7D-04
- American Correctional Association Standards for Administration of Correctional Agencies, 2<sup>nd</sup> Edition: 2-CO-1A-12, 2-CO-1A-13 2-CO-1C-06, 2-CO-1C-08
- American Correctional Association Standards for Correctional Training Academies: None.

### *Records Retention*

Requirements and retention guidance for records and information applicable to this program are available in the Records and Information Disposition Schedule (RIDS) on Sallyport.

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**Attachments**

- A. Security Agreement on the Control of Test Materials (BP-A1082)
- B. Federal Bureau of Prisons Applicant Assessment Notice
- C. Panel Interview Writing Sample
- D. Instructions for Administering the Panel Interview
- E. Panel Interview Individual Rating Forms Set #1, #2, and #3
- F. Panel Interview Assessment
- G. Panel Interview Writing Sample
- H. Sample Questions for Interview Panels
- I. Pre-employment Interview Summary
- J. Sample Waiver Memo
- K. Sample Waiver Memo, Veterans' Preference

## Section 1. **Core Value Assessment**

### 1. **PURPOSE AND SCOPE**

To describe procedures for administering the core value applicant assessment. This assessment tool provides a thorough measure of the BOP's core value competencies and behaviors. It will be administered to law enforcement applicants as part of the pre-employment screening process.

### 2. **COVERAGE**

Procedures in this section apply to all new hires and reinstatements for primary law enforcement covered positions, and PHS employees working in a Federal correctional institution. Current BOP employees are excluded from this section.

### 3. **EMPLOYEE SCREENING**

The mission of the BOP is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. The influence of staff on the achievement of this mission cannot be overstated. Studies such as Institution Character Profiles and Prison Social Climate Surveys, as well as other management indicators, demonstrate the direct relationship between staff competence, morale, attitudes, and perceptions and the effective operations of our facilities. For these reasons, the careful screening and evaluation of prospective employees contributes to a competent and effective workforce and reduces the possibility of selecting employees whose behavior does not adhere to the BOP's core values of Correctional Excellence, Integrity, and Respect.

The purpose of the assessment is to ensure that new employees selected for primary law enforcement covered positions possess the core values and behaviors required for success at BOP.

### 4. **PROCEDURES**

a. **Institution Positions.** The core value assessment will be administered via a touch-screen kiosk. Exceptions to the use of the kiosk are only authorized for large group interviews (more than 5 at a time), recruitment events, or to reasonably accommodate an applicant who is unable to use the kiosk in accordance with the Rehabilitation Act and applicable laws. All other exceptions for administration of the paper version must be approved by the Bureau Personnel Director.

The kiosk must be located in the Human Resource department. The paper test and related materials must be secured in a locked filing cabinet in the Human Resource department when not actively being used by authorized persons.

Human Resource Managers are responsible for ensuring all staff having access to the Core Value Assessment complete a signed Security Agreement on the Control of Test Materials (BP-A-0182), and forward to the Human Resource Management's Division's Workforce Systems and Evaluation Section. All Human Resource staff must complete the Core Value Assessment training prior to administering or proctoring the assessment.

Prior to administering the test, applicants will be asked to review and sign the Federal Bureau of Prisons Applicant Assessment Notice (Attachment B).

Assessments will be conducted according to the "Directions for Conducting the Applicant Assessment." Human Resource staff requiring a copy of this document should contact the Workforce Systems and Evaluation Section, Central Office.

Administration of the Core Value Assessment must be monitored. When administering the assessment via the kiosk, a Human Resource staff member must visually supervise the applicant. When administering the paper version, Human Resource staff must remain in the room and continuously monitor applicants as the assessment is being completed to ensure response confidentiality and security of the test materials.

Following the core value assessment, a Human Resource staff member will print the results report and review it with the applicant. Applicants who do not achieve a passing score will not be eligible for employment. Applicants are eligible for re-testing after one year from the initial assessment. Human Resource staff must complete an Agency Request to Pass Over a Preference Eligible or Object to an Eligible, (SF-62), for applicants on the standing inventory who do not achieve a passing score or fail to complete the assessment. The completed SF-62 along with the supporting documentation will be forwarded to the Consolidated Staffing Unit for processing.

The servicing HRM may allow the core value assessment to be conducted at another institution, the Central Office, or any Regional Office. All assessments conducted must follow the procedures in Section a. However, core value assessments administered at the Central or Regional Office will be administered using the paper version of the test. A Human Resource staff member must serve as test administrator and remain with the applicant during the completion of the test.

**b. Central Office, Regional Office, Staff Training Center, and Residential Reentry Positions.** The core value assessment will not be used for positions that are not covered by primary law enforcement.

Procedures in Section a. will be followed for Central Office, Regional Office, or Residential Reentry positions that are designated as primary law enforcement covered positions.

## **5. REPORTING REQUIREMENTS**

To assess the efficiency and effectiveness of the assessment, Human Resource Offices must, by the 15<sup>th</sup> of each month, send via electronic mail the results of each core value assessment administered. Human Resource Managers are responsible for ensuring the results are submitted to the Workforce Systems and Evaluation Section.

## Section 2. **Employment Interviews**

### 1. **PURPOSE AND SCOPE**

To describe the objectives and procedures for conducting pre-employment panel interviews. Such interviews are only one phase of the total evaluation of an applicant's qualifications and suitability for employment in the Bureau of Prisons. Other pre-employment procedures that are designed to determine an applicant's suitability for employment are described in the Program Statement **Human Resource Management Manual**. The procedures described in this section are to be done in conjunction with the procedures in that Program Statement.

### 2. **COVERAGE**

Procedures in this section apply to all applicants for any type of appointment.

### 3. **EMPLOYEE SCREENING**

The mission of the BOP is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. The influence of staff on the achievement of this mission cannot be overstated. Studies such as the Institution Character Profiles and Prison Social Climate Surveys, as well as other management indicators, demonstrate the direct relationship between staff competence, morale, attitudes, and perceptions and the effective operations of our facilities. For these reasons, the careful screening and evaluation of prospective employees contributes to a competent and effective workforce and reduces the possibility of selecting employees who do not demonstrate the knowledge, skills, abilities, and personal characteristics appropriate for work in a correctional organization.

The purpose of the panel interview is to evaluate the applicant's qualifications and other characteristics necessary for the position. Other phases of the pre-employment process, such as the Core Value Assessment and records checks, are designed to evaluate the applicant's suitability for employment to a sensitive position. Areas to be evaluated during the panel interview include: knowledge, skills, and abilities needed for the position; general correctional work abilities; and writing skills. The procedures that follow are minimum requirements.

### 4. **PROCEDURES**

a. **Institution Positions.** Prior to the panel interview, applicants will be asked to write a report discussing a videotaped correctional work scenario (Attachment C, Panel Interview Writing Sample). The applicant will only be allowed to view the video once. The



report will be used by the panel in evaluating the applicant's ability to effectively communicate non-verbal and verbal observations into a written report, and demonstrate basic writing skills.

A panel interview is only conducted if an applicant successfully passes the Core Value Assessment. Interview panels consist of a trained HR staff member and one subject matter expert (e.g., Associate Warden, supervisor over the position, department head). All panel members must complete panel interview training prior to participating in a panel interview.

Panel interviews will be conducted according to the Instructions for Administering the Panel Interview (Attachment D). Panel members will ask questions designed to elicit information from the applicant about his/her knowledge, skills, abilities, and other personal characteristics related to the position being filled, as well as general correctional work abilities. The standardized Correctional Work Situation Questions presented to the applicant are restricted to trained interviewers only. Staff requiring a copy of the Correctional Work Situation Questions should contact the Workforce Systems and Evaluation Section, Central Office.

Panel members must only ask questions that are related to the specific vacancy and are non-discriminatory. For example, questions regarding national or ethnic origin, the ability to do correctional shift work because of child care situations, or questions regarding a disability may not be asked.

Following the panel interview, each panel member will complete the Panel Interview Individual Rating Form that corresponds to the correctional work situation questions used in the interview (Attachment E). The HR staff member then completes the Panel Interview Assessment (Attachment F). The recommendation for appointment of the applicant will be partially based on the panel's acceptability determination.

The servicing HRM may allow a panel interview to be conducted at another institution, the Central Office, or any Regional Office. All panel interviews conducted must follow the procedures in this section. However, panel interviews held at the Central Office or Regional Office must consist of two trained members who are familiar with the requirements of the position to be filled and who have demonstrated skill in interviewing, even though they may not represent the disciplines stated in this section.

**b. Central Office, Regional Office, Staff Training Center, and Residential Re-entry Positions.** Procedures in section a. will be followed for Central Office, Regional Office, or Residential Reentry positions that are designated as primary law enforcement covered positions. Prior to the panel interview, applicants will be asked to write a brief narrative response to the questions in Attachment G, Pre-employment Interview Writing Sample. The panel will use the responses to evaluate the applicant's writing skills; however, they may not be used as the sole reason for not selecting an applicant.

Interview panels will consist of at least two people who are familiar with the requirements of the position to be filled and have demonstrated skill in interviewing. If possible, an HR staff member will be a member of the interview panel. Interview panels for Central and Regional Offices will consist of a minimum of one manager and an HR staff representative.

Panel members will ask questions designed to elicit information from the applicant about their past employment, knowledge, skills, and abilities for the position being filled and such personal characteristics as may be important to the position. When asking job-specific questions, the panel must ask similar job-related and non-discriminatory questions of all applicants for a specific vacancy. Attachment H is a list of sample questions that may be helpful to panel members. Panel members shall ask questions that are related to the position being filled and are non-discriminatory. For example, questions regarding national or ethnic origin, the ability to do correctional shift work because of child care situations, or questions regarding a disability will not be asked.

Following the panel interview, each panel member completes the Pre-employment Interview Summary (Attachment I). The recommendation for appointment of the applicant will be based, in part, on the panel interview.

## **5. REPORTING REQUIREMENTS**

To assess the efficiency of each stage of the pre-employment process, the online Pre-employment Screening Data Form is completed for all applicants. Human Resource Managers are responsible for ensuring forms are submitted as soon as employment decisions can be documented.

## Section 3. **Employment of Ex-Felons**

### 1. **PURPOSE AND SCOPE**

To identify criteria for the employment of ex-felons.

#### *Directives Referenced*

5 USC 3113

5 CFR 731.106

5 CFR 731.202

### 2. **PROCEDURES**

Ex-felons may be considered for employment only after being granted the proper relief or Pardon. Under the Gun Control Act of 1968 and the Omnibus Crime Control and Safe Streets Act of 1968, ex-felons cannot have a firearm in their possession and therefore cannot be considered for employment in a law enforcement position without a Pardon or other proper relief, which must be documented and included as part of the application.

Applicants should be advised that if found qualified for the position applied for, their application will be sent to the Office of Personnel Management to be evaluated for suitability (5 CFR Chapter 731.202). Background information is evaluated against the Bureau's security criteria. Only the Director of the Federal Bureau of Prisons has the authority to approve the appointment of any ex-felon to a position within the Bureau. Appropriate conditions listed below must have been met:

- **Federal or State Offenses in Which a Firearm Was Not Involved.** Ex-felons must receive a Pardon (Presidential or gubernatorial, respectively).
- **Federal Offenses in Which a Firearm Was Involved.** Only a Presidential Pardon will give firearm disability relief.
- **State Level Offenses in Which a Firearm Was Involved.** Ex-felons who have committed offenses at the State level involving a firearm need a gubernatorial pardon or a pardon issued by another state pardoning authority to be granted limited relief (allowed to carry a firearm for duty purposes only). The pardon must expressly authorize the recipient to carry the firearm.

In all instances, the pardon must expressly authorize the recipient to carry a firearm.

Appointing officials considering an ex-felon for employment may contact the Staffing and Employee Relations Section (SERS), Central Office, for additional information.

## Section 4. **Employment of Medical and Dental Officers**

### 1. **PURPOSE AND SCOPE**

Career/Career-conditional appointments from competitive registers of physicians (including psychiatrists), and dentists is delegated to Chief Executive Officers (CEO). Assignment of physicians and dentists from the Commissioned Corps of the U.S. Public Health Service is coordinated by the Staffing & Recruitment Section, Health Services Division (HSD), on behalf of the Assistant Director (AD), HSD.

Failure to communicate and coordinate the recruitment and placement of physicians, psychiatrists, and dentists among local, regional, and national levels can result in delays in filling vacancies and inability to provide a high level of professional medical care for inmates. This section outlines procedures designed to effectively coordinate the staffing of medical and dental officer positions.

### 2. **IDENTIFICATION OF VACANCIES**

CEOs are responsible for forecasting and identifying medical and dental officer vacancies at their locations. Local Human Resource (HR) staff should use these forecasts to work with the appropriate HSD/ HR Representative; i.e., Regional Medical Director, Chief Psychiatrist, National/Regional Recruiter, or Chief Dentist, to strategize on how best to fill these anticipated/actual vacancies.

HSD Representatives are available to advise the CEO regarding the filling of physician or dental vacancies, and to advise whether to recruit from outside the Federal Government, Federal employees in the competitive service, PHS Commissioned officers, or from all sources simultaneously. The decision is based on the needs of the institution, the time available to locate a replacement, the availability of outside candidates (Direct Hire, Schedule A, etc.), the availability of candidates on certificates, and Commissioned Officers. In addition, HSD Representatives may be contacted by the CEO to assess whether physicians/dentists currently employed by the Bureau are interested in relocating.

### 3. **RECRUITMENT**

Recruitment of medical and dental officers is an ongoing responsibility of administrators, Human Resource staff, and Health Services staff at all levels of the organization.

a. **Consolidated Staffing Unit Delegated Examining.** After consultation with the appropriate HSD representative, the CEO notifies the institution Human Resource staff of the decision to recruit through competitive registers. For Medical Officers (including Psychiatrists) and Dental

Officers, the institution HR staff forwards the Request for Referral of Eligibles (SF-39) electronically to the Consolidated Staffing Unit.

**b. PHS Recruitment.** The Central Office Health Services Division (HSD) is responsible for coordinating the assignment of PHS Commissioned Officers to Bureau facilities, to educate staff and applicants on PHS processes and procedures, and to encourage the timely processing of requests for personnel actions i.e. (transfers, call to active duty, etc.). Division representatives apprise local HR staff and/or the CEO of their activities and progress.

Once qualifications determinations have been made on the available applicants for a requested position, the Credential Verification Officer (CVO), located in Grand Prairie, performs the initial primary source verification on candidates. CSU releases the certificate to the requesting HR office and identifies candidates who are pending credentialing verification. Upon satisfactory completion of this process, CSU follows up with the HR staff on the decision rendered by the CVO. The HR Office is responsible for submitting the required paperwork to the CVO for PHS staff expressing an interest and applying directly to their office.

Upon receipt of a certificate, institution HR staff provide the appropriate HSD Representative with copies of all applications received for these positions. After reviewing the applications, the HSD Representative contacts the CEO to discuss any concerns or additional information to be obtained during the interviews. The HR Office initiates standard procedures to complete the pre-employment process.

After the applicants have been interviewed and other pre-employment requirements have been met, the CEO forwards the proposed selection, along with the files of all the applicants, to the appropriate HSD Representative to review. The HSD Representative contacts the CEO to make recommendations and discuss any concerns regarding the selection. The CEO is delegated the authority to select medical and dental officers from certificates only after consultation and concurrence with the HSD Representative. Selections for Clinical Director require final approval from the Medical Director/Assistant Director, HSD.

## Section 5. **Employment of Relatives**

### 1. **PURPOSE AND SCOPE**

To establish rules affecting the employment of relatives.

#### *Directives Referenced*

5 USC 3110

5 CFR 310.102

### 2. **PROCEDURES**

Section 3110 of Title 5, U.S. Code, states that a public official may not employ, appoint, promote, advance, or advocate for employment, appointment, promotion, or advancement for a relative over whom he/she has jurisdiction or control. For most positions, there is enough discretion with the actions listed above so that this is not a problem. A few positions, however, such as Warden, non-complex Associate Warden, and Human Resource Manager are by policy intimately involved in these processes.

Therefore, it is the policy of the Federal Bureau of Prisons to prohibit the hiring of a relative of a Warden, non-complex Associate Warden, or Human Resource Manager at the same institution/complex. Also, close relatives such as a husband, wife, or domestic partner must not be placed in the direct supervisory chain.

## Section 6. **Maximum Entry Age for Law Enforcement Positions**

### 1. **PURPOSE AND SCOPE**

To delineate maximum entry age for law enforcement positions.

#### *Directives Referenced*

5 U.S.C. 8331

DOJ Order 1200.1, Part 1, Employment

*Robert P. Isabella v. Department of State and OPM*

5 CFR 338.601

### 2. **PROVISIONS**

Effective June 4, 1991, under the authority of Public Law 100-238, the Attorney General raised the maximum entry age for law enforcement positions in the Department of Justice to be the date immediately preceding one's 37th birthday. The definition of law enforcement officer for the purpose of this provision specifically includes employees of the Bureau of Prisons whose duties require contact with individuals incarcerated in Federal correctional facilities.

### 3. **EXCEPTIONS**

The Department of Justice has excepted medical officers, dental officers, Catholic chaplains, Islamic chaplains, Jewish Rabbis, nurses, nurse practitioners, and physician assistants from the maximum entry age.

### 4. **WAIVERS**

A waiver of the maximum entry age requirements may be requested for any law enforcement position. A waiver may be granted that allows the appointment of a candidate up to the date immediately preceding his/her 40th birthday. The Director of the Bureau of Prisons is authorized by the Attorney General to approve a waiver of the maximum entry age for persons appointed to any law enforcement position preceding their 40<sup>th</sup> birthday. Waivers for applicants over the age of 40 for other occupations require the approval of the Department of Justice. Requests for age waivers are submitted to the Staffing and Employee Relations Section (SERS) and must include:

- Memorandum from the CEO to the Bureau Personnel Director describing unsuccessful efforts to recruit applicants under the age of 37 (Attachment D).
- Copy of signed SF-39 and coded certificate of eligibles, if the candidate is being considered from an OPM register, or

- Copy of the VAIF and signed Merit Promotion Certificate or signed Direct Hire Certificate, if being considered under these procedures.
- Copy of the position description cover sheet and position description for the vacancy.
- Copy of the applicant's OF-612 or resume.

## **5. WAIVERS FOR THE MAXIMUM ENTRY AGE FOR VETERANS' PREFERENCE ELIGIBLES**

Consistent with *Robert P. Isabella v. Department of State and Office of Personnel Management*, qualified preference eligibles are to be considered for vacancies regardless of whether they exceed the maximum entry age requirements. Requests for waivers to the maximum entry age for veterans' preference eligibles must include:

- Memorandum from CEO through the Regional Director to the Assistant Director, HRM requesting the waiver (Attachment E).
- Copy of the applicant's DD-214, Certificate of Release or Discharge from active duty, verifying veterans preference.
- Copy of SF-15, Application for 10-Point Veterans Preference, if applicable.
- Copy of letter from the Department of Veterans Affairs or Armed Forces documenting percentage of disability.
- Copy of signed SF-39 and coded certificate of eligibles, if the candidate is being considered from an OPM register.
- Copy of the position description cover sheet and position description for the vacancy.
- Copy of the applicant's OF-612 or resume.

## **6. TEMPORARY APPOINTMENTS**

The Department of Justice has issued an opinion that a temporary appointment is not subject to the maximum entry age, as the age limit applies to the initial permanent appointment to a law enforcement position.



## Section 7. **Physical Requirements for Institution Positions**

### 1. **PURPOSE AND SCOPE**

All positions located in correctional institutions are hazardous duty law enforcement officer positions, and require individuals to be physically able and medically qualified to perform correctional work safely and successfully. These positions require a physical examination after a conditional offer of employment has been extended and have higher physical requirements than non-law enforcement officer positions.

This program meets the intent of the Americans with Disabilities Act of 1990, and the requirements of the Rehabilitation Act of 1973, as amended.

#### *Directives Referenced*

5 CFR, Part 339

OPM Qualification Standards Operating Manual

Program Statement **Physical and Medical Standards for Newly Hired Correctional Employees** (11/19/96)

### 2. **PHYSICAL STANDARDS**

Incumbents of positions in correctional institutions are considered law enforcement officers and must be alert at all times and able to recognize and respond effectively to emergencies. Inability to respond to an emergency may jeopardize the security of the institution and the safety of staff and inmates.

Applicants entering on duty and non-law enforcement employees selected for a law enforcement position after January 1, 1997, must meet the medical guidelines and physical standards established under the Qualification Standard for Positions Requiring Collateral Correctional Skills, and in the Program Statement **Physical and Medical Standards for Newly Hired Correctional Employees**.

Current employees in law enforcement positions are not normally subject to a further physical examination. However, notwithstanding a temporary disability, and in accordance with the Americans with Disabilities Act of 1990 and the requirements of the Rehabilitation Act of 1973, as amended, employees must be able to perform the following physical activities:

- Walking for up to one hour.
- Standing for up to one hour.
- Seeing a human figure at a distance of one-fourth of a mile.
- Seeing a target at a distance of 250 yards.
- Hearing and detecting movement.
- Hearing commands and radio broadcasts.

- Ability to use various firearms, including pistols, rifles, and shotguns.
- Ability to perform self-defense movements.
- Running an extended distance.
- Dragging a body an extended distance.
- Carrying a stretcher with one other person.
- Ability to smell smoke and drugs.
- Climbing stairs.
- Lifting objects weighing 25 pounds.

The enforcement of the above physical requirements must be equitably applied to all institution staff.

### **3. ACTION BY THE MEDICAL OFFICER**

Each applicant and non-law enforcement employee must be evaluated based on the physical requirements for law enforcement positions and the abilities of the individual. The Medical Officer determines the individual's ability to perform the duties of the position, based on a medical history report and physical examination. The Medical Officer makes a recommendation to retain the applicant for employment based upon his/her findings from the medical evaluation.

The selection of a non-law enforcement employee into a law enforcement position is contingent upon a satisfactory medical evaluation and successful completion of the Introduction to Correctional Techniques Program.

The procedures described herein are separate from periodic assessments of correctional institution staff and their ability to perform the essential functions of their positions, with or without reasonable accommodation.

## Section 8. **Travel and Transportation for Interviews**

### 1. **PURPOSE AND SCOPE**

Payment of travel expenses for interviews for any position is permitted. There are no restrictions on the grade level or determination of a shortage category.

#### *Directives Referenced*

5 CFR 572

Federal Travel Regulation

Program Statement **BOP Temporary Duty (TDY) Travel Regulation**

### 2. **PROCEDURES**

The selecting official may authorize payment of interview expenses for a vacancy being filled under his/her selection authority, subject to the availability of funds. There is no special funding for this purpose. Effective management of resources would suggest that payment not be made when there are other similarly qualified candidates who are willing to pay their own expenses.

**1. Purpose of Agreement**

This agreement intends to protect the mutual interests of the United States Office of Personnel Management (OPM) and the Federal Bureau of Prisons (BOP) using OPM-developed test materials. It also protects the interests of persons who take such tests, in order that no person may gain special advantage by having improper access to the material. For purposes of this agreement, test materials include written tests, directions for conducting, candidate notes, answer sheets, and scoring keys.

**2. Terms and Conditions**

Under this agreement, the signer accepts, personally and on behalf of the BOP, responsibility for carrying out its terms and conditions. The signer further agrees that all necessary administrative steps will be taken to ensure that persons who have access to test materials will be informed of this agreement and will be required to comply with it. Specifically, it is agreed that:

- Test materials will be used only for the official purposes of the BOP in testing candidates for employment. Under no circumstances will test materials be made available for purposes of study, copying, or publication.
- The test materials in the possession of the BOP must be handled and stored in a manner that prevents unauthorized persons from having access to them and in compliance with Chapter 300.201 of Title 5 Code of Federal Regulations and any other guidance provided the BOP.
- No official, staff member, consultant, or other employee of the BOP will loan, give, sell, or otherwise make available test material to any other agency or unauthorized person, nor knowingly permit others to do so.

On behalf of the BOP, I accept the responsibility of serving as a test administrator. I agree to comply with the terms and conditions of this agreement:

\_\_\_\_\_  
(Signature) (Date)

Name: \_\_\_\_\_

Agency/Institution: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

**FEDERAL BUREAU OF PRISONS APPLICANT ASSESSMENT NOTICE**

**INSTRUCTIONS.** Please complete and sign this document prior to taking the Applicant Assessment.

Assessment Date: \_\_\_\_\_

Applicant Name: \_\_\_\_\_

Applicant SSN: \_\_\_\_\_

Assessment Location: \_\_\_\_\_

One requirement of the Bureau of Prisons hiring process is for applicants to complete the Applicant Assessment. The assessment contains 30 scenarios. In each scenario, you are asked to take the role of an employee in a correctional facility. You will read the scenario and then respond to questions that ask how you would handle the situation described in the scenario. No special training or experience is required to answer the questions. You must provide an answer to all assessment questions in order for the assessment to be complete. You must pass the Applicant Assessment to be considered for employment with the Bureau of Prisons.

The assessment is valid for a period of twelve months. In the event that you do not pass the assessment, you may retake the assessment in twelve months.

My signature below certifies that I agree to take the Applicant Assessment as a part of the Bureau of Prisons hiring procedures and have received clarification on anything I did not understand.

I also certify if I have previously taken the Applicant Assessment at another Bureau of Prisons location within the last twelve months.

I have not taken the Applicant Assessment within the last twelve months. Should it be discovered that I failed the Core Value Assessment with the last months and failed to disclose this information, I am aware that my consideration for employment may be adversely impacted.

I have taken the Applicant Assessment within the last twelve months.

Institution: \_\_\_\_\_

Date of last assessment: \_\_\_\_\_

Applicant signature: \_\_\_\_\_

Signature date: \_\_\_\_\_

PANEL INTERVIEW WRITING SAMPLE



Applicant's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position Applying For: \_\_\_\_\_



**INSTRUCTIONS TO APPLICANT:** Bureau of Prisons employees are frequently required to write reports, make entries in logs, and respond to correspondence. To help us evaluate your writing skills, please complete the following writing exercise.

You will be presented with two videotaped correctional work scenarios. View the first scenario as practice only; do not write about the first scenario. For the second scenario, imagine that you witnessed this situation at the institution. As a witness, you would be required to write a report describing the situation for institution staff who were not present. For this exercise, write a report for your supervisor discussing the videotaped scenario.

In preparing your report, remember that the report will be conveying critical information to your supervisor who was not present during the incident. In order to be as thorough as possible when addressing the above questions, you may take notes while viewing the video.

After viewing the video, you will be given 15 minutes to complete this exercise. Please limit your report to the space provided below and on the continuation sheet.



Lined writing area consisting of multiple horizontal lines for the applicant to write their report.

PANEL INTERVIEW WRITING SAMPLE (continued)

Applicant's Name: \_\_\_\_\_

Lined writing area with 23 horizontal lines.

## Attachment D.

### INSTRUCTIONS FOR ADMINISTERING THE PANEL INTERVIEW

The following instructions explain how to administer the panel interview and rate applicant acceptability. Read these instructions each time you conduct a panel interview.

Also, review the Panel Interview Individual Rating Form before conducting the panel interview. The rating form identifies the characteristics (KSAOs) that are being assessed. Keep *all* KSAOs in mind when considering the applicant's responses.

#### Presentation of Questions and Documentation of Responses

**Using the Panel Interview Individual Rating Form.** To begin, fill out the applicant's name, the position for which he/she is applying, and the date on the first page of the Panel Interview Individual Rating Form. Use this form to record any notes taken during the interview.

**Beginning the Panel Interview.** Before the interview begins, review all available applicant information, such as the employment application. To begin the interview, panel members introduce themselves to the applicant. Ask general questions designed to put the applicant at ease. For example, the panel may ask questions such as "Why do you want to work in corrections?" or open-ended questions regarding education and work history. Panel members may document questions or responses for this portion of the interview on the Panel Interview Individual Rating Form if they are important to your acceptability determination.

At this time, ask follow-up questions you may have pertaining to the information provided in the employment application. You may ask questions pertaining to any job-related work history or background information that you feel needs to be addressed. Remember to keep in mind the general interviewing guidelines when asking these questions, and make sure that all questions asked are job-related.

**Presenting Job-Specific Questions.** The purpose of these questions is to assess job-specific knowledge, skills, and abilities, as opposed to those related to correctional work in general. The department head panel member will be primarily responsible for asking these questions. When asking job-specific questions, the panel must ask similar job-related and non-discriminatory questions of all applicants for a specific vacancy.

For correctional officer applicants, the correctional work situation questions also function as job-specific questions. Therefore, additional job-specific questions (aside from any follow-ups to information provided in the application materials) are not necessary. *However, panel members may ask as many job-related questions as needed to allow them to make a good judgment regarding the acceptability of the applicant.*

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Present the following instructions to the non-correctional officer applicant before asking the job-specific questions:

“This portion of the panel interview is designed to assess specific knowledge, skills, and abilities required for the position for which you are applying. Please answer each question as completely as possible. You may ask to have the questions repeated, if necessary. Do you have any questions before we begin?”

Panel members should note both the applicant’s strengths and weaknesses based on his/her responses to the job-specific questions in the “Job-specific KSAOs” section of the Panel Interview Individual Rating Form. All panel members will use this information in determining the job-specific acceptability of applicants. However, panel members who lack sufficient knowledge of the position being filled to make an acceptability determination must rate the applicant N/R.

**Presenting Correctional Work Situation Questions.** At this time, take the opportunity to provide the applicant with a realistic job description related to working in a correctional setting. Panel members describe general work aspects of which the applicant should be aware, including issues related to working with inmates, ranging from daily stresses to more disturbing interactions. Once the panel feels that they have adequately discussed the realities of working in a correctional setting, they present the situation questions.

Present the following instructions to the applicant before asking the applicant the situation questions:

“This portion of the panel interview is designed to assess your ability to respond to situations that could occur in a corrections setting. We realize that you are not aware of Bureau policy and ask that you respond to the questions based on what *you think you would do* if placed in the situation. For each situation you will be asked to explain your response. Please attempt to do so as completely as possible. The *explanation* of your response, more than the response itself, will indicate the degree to which your answers demonstrate job-related abilities. Please be aware that we may be taking notes as you respond. We will present each question to you, and you may ask for the question to be repeated if necessary. Do you have any questions regarding the procedure before we begin?”

Alternate the presentation of situation questions among the panel members so that each panel member has the opportunity to ask approximately the same number of questions.

Present all situations to the applicant in the order in which they are provided on the Correctional Work Situation Questions form. Ask the situation questions that are on the list. *However, panel*

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*members may ask additional job-related scenario questions if they are necessary to allow them to make a good judgment regarding the acceptability of the applicant for work in a correctional setting. When asking additional scenario questions, make sure they are job-related and non-discriminatory.*

When presenting the situation questions to the applicant, interviewers may paraphrase the written questions if they feel it would be easier for the applicant to understand. If the applicant hesitates or misunderstands a question, prompting or clarification by the panel may be necessary.

Some situations contain two parts: one part requesting a response without knowledge of Bureau policy, and one requesting a response after Bureau policy has been provided. Allow the applicant to respond to the first part of the question before asking the second part. Present all situations before attempting to rate the applicant's abilities.

**Ending the Panel Interview.** Panel members should ask any follow-up questions that they feel are necessary to make an adequate determination of the applicant's acceptability. Keep in mind the general interviewing guidelines when asking these questions.

Panel members should explore any possible behaviors that would not be appropriate for correctional workers, such as anger, violent behavior, and potential susceptibility to corruption. Therefore, they should ask any job-related questions that they feel are necessary to address behavioral issues. For example, if a panel member senses that the applicant is prone to anger easily, he/she may ask questions pertaining to how the applicant has dealt with anger in past work situations. However, no questions shall be asked regarding medical history or mental health history.

The applicant is then informed of and given the opportunity to ask questions of the panel members, to discuss anything not previously addressed in the interview, or to provide any information the applicant feels is pertinent. Once you have completed the panel interview, dismiss the applicant before completing the rating forms described below.

### **Assessing Writing Sample**

After the applicant has been dismissed, the panel will receive a copy of the applicant's writing sample from HR staff. Each panel member must read the writing sample before rating the applicant on correctional work KSAOs (described below). Note any comments concerning the writing sample in the "KSAO #6" section on the Panel Interview Individual Rating Form. Refer to these comments when rating the applicant's writing skills.

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## **Rating of KSAOs by Individual Panel Members**

On the first page of the Panel Interview Individual Rating Form, make sure you have filled out the applicant's name, the position for which application is made, and the date. After the applicant has responded to all of the situations, use this rating form to rate the applicant's relevant abilities.

The first rating assesses the applicant's acceptability on job-specific KSAOs. The four-point rating scale ranges from "Unacceptable" to "Excellent," with an option for "Not Rated," if the panel member lacks sufficient knowledge of the position to make an acceptability determination.

Next, each correctional work KSAO is presented. A 3-point rating scale ranging from "Unacceptable" to "Excellent" follows each correctional work KSAO. To use this scale, circle the one response that best represents the extent to which the applicant shows evidence of the specified characteristic. If a rating of "Unacceptable" is given for any KSAO, be sure to explain the reasons for the rating in the space provided.

When choosing your rating, do not consider whether the applicant's responses were right or wrong based on what would actually be expected on the job. The KSAOs will be used to rate the applicant's demonstration of the *general* abilities that would be needed in the situation. Job-related training will provide the specific instruction the applicant needs to apply those abilities appropriately.

At the bottom of the form, provide your name, signature, and position title.

## **Documenting Panel's Acceptability Determination**

After panel members have separately rated all KSAOs, the Human Resource representative on the panel completes the Panel Interview Assessment Form based on input from the other panel members. To begin, fill out the name of the applicant, the position being applied for, and the date.

Record each panel member's rating for each KSAO in the rater columns on the form. Record an overall assessment for each KSAO in the last column. The panel members must agree that the applicant is either unacceptable or acceptable for each KSAO. In other words, two ratings must be "Excellent" or "Acceptable" for the overall rating on a KSAO to be "Acceptable;" likewise, two ratings must be "Unacceptable" for the overall rating on a KSAO to be "Unacceptable." If the panel cannot reach a unanimous decision through initial discussion, the applicant may be called back for follow-up questions. (For job-specific KSAOs, unanimous agreement must be reached among all panel members with enough knowledge of the position to rate the applicant.)

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At the bottom of the form, the name and signature of the person completing the form must be provided, along with the corresponding rater names and position titles.

If the applicant is acceptable on the job-specific KSAOs (non-correctional officer applicants only) and *all* correctional worker KSAOs, then the applicant is acceptable and can be considered for employment depending upon the suitability determination. One rating of “Unacceptable” in the overall assessment column of the “Panel Interview Assessment Form” is enough to indicate the applicant is unacceptable for employment.

After the interview is completed, the HR staff member responsible for coordinating the panel interview is given copies of the instructions, the writing sample, the Correctional Work Situation Questions, and the rating forms (both individual and assessment).

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**PANEL INTERVIEW INDIVIDUAL RATING FORM – Set #1**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISONS**

Applicant's Name:	Date:
Position Applying For:	

Each panel member completes this form for each applicant based on the applicant's responses during the panel interview. Record job-specific and correctional work KSAO ratings in the RATING column. Indicate any comments to support your ratings in the COMMENTS column, including the source (e.g., application form, situation responses). Continue comments on the back of the page if more space is needed.

<b>U= Unacceptable    A= Acceptable    E= Excellent    N/R= Not Rated</b>		
KSAO	RATING	COMMENTS
JOB-SPECIFIC KSAOs (Only for non-correctional officer applicants)	U A E  N/R	
<b>CORRECTIONAL WORK KSAOs:</b>		
1. Ability to pay attention to detail.  QUESTION: 1	U A E	
2. Ability to use time and resources effectively to meet deadlines.  QUESTION: 2	U A E	
3. Ability to reason soundly and think out practical solutions to problems.  QUESTION: 3	U A E	
4. Ability to act quickly and decisively under pressure while adhering to emergency instructions.  QUESTIONS: 4 & 5	U A E	
5. Ability to function effectively and make decisions independently and objectively under trying circumstances.  QUESTIONS: 3, 4, & 5	U A E	
6. Ability to effectively utilize data in writing concise, clear, and understandable reports.  (SEE WRITING SAMPLE)	U A E	
_____ <b>Name of person completing this form</b>	_____ <b>Signature</b>	_____ <b>Position Title</b>

**PANEL INTERVIEW INDIVIDUAL RATING FORM – Set #2**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISONS**

Applicant's Name:	Date:
Position Applying For:	

Each panel member completes this form for each applicant based on the applicant's responses during the panel interview. Record job-specific and correctional work KSAO ratings in the RATING column. Indicate any comments to support your ratings in the COMMENTS column, including the source (e.g., application form, situation responses). Continue comments on the back of the page if more space is needed.

<b>U= Unacceptable    A= Acceptable    E= Excellent    N/R= Not Rated</b>		
KSAO	RATING	COMMENTS
JOB-SPECIFIC KSAOs (Only for non-correctional officer applicants)	U A E  N/R	
<b>CORRECTIONAL WORK KSAOs:</b>		
1. Ability to pay attention to detail.  QUESTION: 1	U A E	
2. Ability to use time and resources effectively to meet deadlines.  QUESTION: 2	U A E	
3. Ability to reason soundly and think out practical solutions to problems.  QUESTION: 3	U A E	
4. Ability to act quickly and decisively under pressure while adhering to emergency instructions.  QUESTIONS: 4 & 5	U A E	
5. Ability to function effectively and make decisions independently and objectively under trying circumstances.  QUESTIONS: 3, 4, & 5	U A E	
6. Ability to effectively utilize data in writing concise, clear, and understandable reports.  (SEE WRITING SAMPLE)	U A E	

**Name of person completing this form**

**Signature**

**Position Title**

**PANEL INTERVIEW INDIVIDUAL RATING FORM – Set #3**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISONS**

Applicant's Name:	Date:
Position Applying For:	

Each panel member completes this form for each applicant based on the applicant's responses during the panel interview. Record job-specific and correctional work KSAO ratings in the RATING column. Indicate any comments to support your ratings in the COMMENTS column, including the source (e.g., application form, situation responses). Continue comments on the back of the page if more space is needed.

<b>U= Unacceptable    A= Acceptable    E= Excellent    N/R= Not Rated</b>		
KSAO	RATING	COMMENTS
JOB-SPECIFIC KSAOs (Only for non-correctional officer applicants)	U A E  N/R	
<b>CORRECTIONAL WORK KSAOs:</b>		
1. Ability to pay attention to detail.  QUESTION: 1	U A E	
2. Ability to use time and resources effectively to meet deadlines.  QUESTION: 2	U A E	
3. Ability to reason soundly and think out practical solutions to problems.  QUESTION: 3	U A E	
4. Ability to act quickly and decisively under pressure while adhering to emergency instructions.  QUESTIONS: 4 & 5	U A E	
5. Ability to function effectively and make decisions independently and objectively under trying circumstances.  QUESTIONS: 3, 4, & 5	U A E	
6. Ability to effectively utilize data in writing concise, clear, and understandable reports.  (SEE WRITING SAMPLE)	U A E	
_____ <b>Name of person completing this form</b>	_____ <b>Signature</b>	_____ <b>Position Title</b>

**PANEL INTERVIEW ASSESSMENT**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISON**

Applicant's Name:	Date:
Position Applying For:	

The Human Resources representative from the interview panel completes this form for each applicant, based on the ratings provided by all panel members. Record each panel member's individual job-specific and correctional work KSAO ratings from the Panel Interview Individual Rating Form in the corresponding rater column. Indicate overall assessment in the last column.

KSAO	RATER #1	RATER #2	Overall Assessment
JOB-SPECIFIC KSAOs (non-correctional officer only)	U A E  N/R	U A E  N/R	U A
CORRECTIONAL WORK KSAOs:			
1. Ability to pay attention to detail.	U A E	U A E	U A
2. Ability to use time and resources effectively to meet deadlines.	U A E	U A E	U A
3. Ability to reason soundly and think out practical solutions to problems.	U A E	U A E	U A
4. Ability to act quickly and decisively under pressure while adhering to emergency instructions.	U A E	U A E	U A
5. Ability to function effectively and make decisions independently and objectively under trying circumstances.	U A E	U A E	U A
6. Ability to effectively utilize data in writing concise, clear and understandable reports. (PER WRITING SAMPLE)	U A E	U A E	U A

	Name	Position Title
Rater #1		
Rater #2		

**Name of person completing this form**

**Signature**

**Position Title**



**PRE-EMPLOYMENT INTERVIEW WRITING SAMPLE**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISONS**

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PRE-EMPLOYMENT INTERVIEW WRITING SAMPLE

Instructions to Applicant: Bureau of Prisons employees are frequently required to write reports, make entries in logs and respond to correspondence. To help us evaluate your writing skills, please write a brief response to each of the following questions (continue on additional blank sheets, as necessary).

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1. How did you first learn about the Bureau of Prisons?

2. What do you think of inmates?

3. Why do you want to work for the Bureau of Prisons?

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Applicant Name

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Date

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Position Applied For

## **Attachment H. SAMPLE QUESTIONS FOR INTERVIEW PANELS**

Interview panels should direct their questions to elicit information that is related to the specific position to be filled and the environment in which the prospective employee would be working. Hypothetical situations should also be presented to the applicant to evaluate how he/ she might respond in situations typical of the position being filled.

What do you think is the most important function of a correctional institution?

What do you think of inmates? Tell us about your present job.

Describe your experience working with members of different minority or ethnic groups other than your own.

How would you characterize yourself as a supervisor? As a subordinate? What kinds of situations cause you to lose your temper?

What experience have you had working shifts? Working on weekends and holidays? Working overtime?

What experience have you had in a leadership or supervisory role? What problems have you encountered getting people to follow your orders or instructions?

How do you handle a difficult subordinate? How do you say “no” to people?

Describe your experience making oral presentations before a group. Describe your experience in teaching or instructing others.

Describe any experience you have had involving contact with the public. What did you find most difficult about dealing with the public?

How do you handle criticism?

What kind of experience have you had responding to questions or complaints from others? How did you handle it?

How do you handle someone who takes a hostile attitude toward you?

What do you like most about your current job? What do you like least?

How do you feel about being supervised by someone who has less education or experience than you?

What experience have you had dealing with emergency situations?

What experience have you had interpreting and following rules, procedures, and regulations?

Do you prefer working as a member of a team or by yourself?

How do you react when your plans are changed by someone else?

Describe your experience working for multiple supervisors. How did you handle conflicting instructions from them?

Describe what you think your job would be if you are selected for this position.

**PRE-EMPLOYMENT INTERVIEW SUMMARY**

**U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF PRISONS**

Applicant: \_\_\_\_\_ Date of Interview: \_\_\_\_\_

Position applied for: \_\_\_\_\_

**NOTE:** One of the most important jobs facing managers in the Federal Prison System today is the selection of new employees, for those selections will determine the Federal Prison System of tomorrow.

1. Check the statements which best describe the applicant. Check as many as apply.

- Little or no experience working in a group or dealing with people.	- Describes experience as a team member.	- Describes experience dealing with others as leader, counselor or a similar role.
- Indicated problems getting along with others and did not recognize need for own improvement in the situation.	- Showed evidence of learning from any past interpersonal problems.	- If past interpersonal problems occurred, showed evidence of learning from experience and eliminating problem.
- Answers demonstrate a lack of awareness of the needs of others.	- Answers indicate an awareness of major needs of others but tend to overlook subtleties.	- Answers indicated appreciation of and sensitivity to needs of others in a work situation.
- Very shy or lacking self confidence.	- Exhibited some shyness or lack of self confidence but it did not distract appreciably from the interview.	- Established quick rapport with interviews.
- Demonstrated a condescending attitude.	- Exhibited some brashness or over confidence but it did not distract appreciable from the interview.	- Poised and congenial.
- Answers were disorganized or cumbersome.	- Minor difficulty organizing answers especially to longer questions.	- Answers to even long and involved questions were well organized.
- Speech difficult to understand because of poor enunciation.	- Speech understandable with only very slight slurring or rambling problems.	- Spoke clearly and understandably.
- Made numerous grammatical errors.	- Made only minor grammatical errors.	- Used proper grammar.
- Very passive or disinterested in the interview.	- Some digressions from the point but answers were generally complete.	- Answers questions directly and to the point.
- Avoided eye contact.	- At times looked down or away when answering.	- Maintained eye contact with interviews.

0

Unacceptable

1

Barely Acceptable

2

Satisfactory

3

Good

4

Superior

ii. Adequacy of Interpersonal skill.

iii. Corruptibility/Susceptibility to Manipulation.

iv. Adequacy of reading and writing skills.

v. Overall Evaluation of Summary of Comments.

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\_\_\_\_\_

(Signature of Panel Member)

(location)

(date)

MEMORANDUM FOR (NAME), ASSISTANT DIRECTOR  
HUMAN RESOURCE MANAGEMENT DIVISION

THROUGH: (insert name), Regional Director (insert Regional Office)

FROM: (insert name), Warden (insert location)

SUBJECT: Request for Waiver of the Maximum Entry Age Provision for (insert employee's name, position title).

This is a request for a waiver of the maximum entry age provision of Public Law 100-238.

Name:

Date of Birth:

Age:

Position:

Grade/Series:

Location:

Tentative EOD:

The justification must address the following factors:

1. Specific reasons and details as to why the candidate, who has exceeded the maximum entry age, is needed.

2. The extent to which the candidate's qualifications and experience would contribute to the institution's ability to carry out an activity or perform a function deemed essential to the institution's mission.
3. Recruitment efforts and results made for this position.
4. Availability and quality of other candidates, including a comparison of the qualifications of other applicants listed on the Certificate of Eligibles, including explanation for any "NN" or "NS" action codes.
5. A statement indicating whether or not the request is supported at the local and regional levels.
6. (Insert applicant's name) has successfully completed all phases of the pre-employment process, including the physical and urinalysis testing.
7. Having exhausted all avenues of recruitment, it is essential that we appoint (insert candidate's name) beyond the maximum entry age. This appointment is in the best interest of the public and will assist the Bureau of Prisons in successfully fulfilling its mission. I request the waiver be granted.

**Attachment K. SAMPLE WAIVER MEMO, VETERANS' PREFERENCE**

U.S. Department of Justice  
Federal Bureau of Prisons

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(location)

(date)

MEMORANDUM FOR (NAME), ASSISTANT DIRECTOR  
HUMAN RESOURCE MANAGEMENT DIVISION

THROUGH: (insert name), Regional Director (insert Regional Office)

FROM: (insert name), Warden (insert location)

SUBJECT: Request for Waiver of the Maximum Entry Age Provision for (insert employee's name, position title).

This is a request for a waiver of the maximum entry age provision of Public Law 100-238.

Name:

Date of Birth:

Age:

Position:

Grade/Series:

Institution:

Proposed EOD:

(Insert applicant's name) is a Veteran's Preference Eligible candidate, as verified through (his/her) DD-214 (and letter from the Department of Veterans Affairs, if applicable), and is qualified for the position of (insert position), as evidenced by the attached description of (his/her) experience and/or education. (Insert applicant's name) has successfully completed all phases of the pre-employment process, including the physical and urinalysis testing.



Attached are the resume, Position Description, SF-39, Certificate of Eligibles, and Age Waiver request for (insert applicant's name).

Due to his/her Veteran's Preference status and because (insert name) has exceeded (his/her) 37th birthday, we request approval of the waiver.