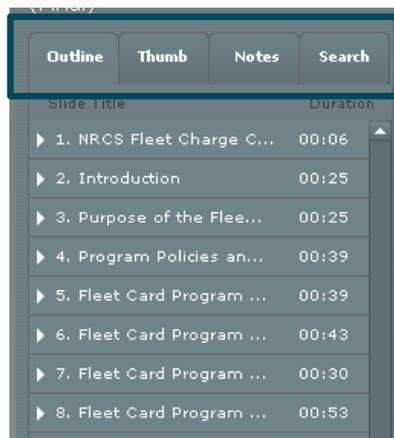


# Hiring Manager's Training



**United States Department of Agriculture**  
Natural Resources Conservation Service

# Navigating the Course



Slide Title	Duration
▶ 1. NRCS Fleet Charge C...	00:06
▶ 2. Introduction	00:25
▶ 3. Purpose of the Fle...	00:25
▶ 4. Program Policies an...	00:39
▶ 5. Fleet Card Program ...	00:39
▶ 6. Fleet Card Program ...	00:43
▶ 7. Fleet Card Program ...	00:30
▶ 8. Fleet Card Program ...	00:53

**Outline:** Allows you to quickly find pages by topic/title. Click on a menu item to jump to that slide

**Thumbnails :** Lets you see a thumbnail-sized picture of each page

**Notes:** Contains the complete audio script for those using a text reader

**Search:** Allows you to quickly find topics by searching for a key word. Click on the results to pages that include that information.



Play/ Pause

Go to Previous or next slide

Audio On/Off

Attachments

Full Screen On/Off

Slide 26 / 26 | Playing

00:06 / 00:16

# Reasonable Accommodation

- For those requiring a reasonable accommodation, a link to a text version of this training will be made available at the end.

# Purpose

- USDA and NRCS are committed to hiring practices that are in compliance with merit system principles.
- Agency's commitment to ensuring fair and transparent hiring practices and policies are being followed throughout NRCS (Chief's memo dated May 16, 2012).

# Training Objectives

At the end of this training, you will be able to:

1. Explain the Hiring Process
2. Explain the purpose of the Merit System Principles
3. Recognize the Prohibited Personnel Practices (PPP)
4. Explain the six key hiring reform initiatives identified by President Obama
5. Identify increased manager responsibilities under hiring reform

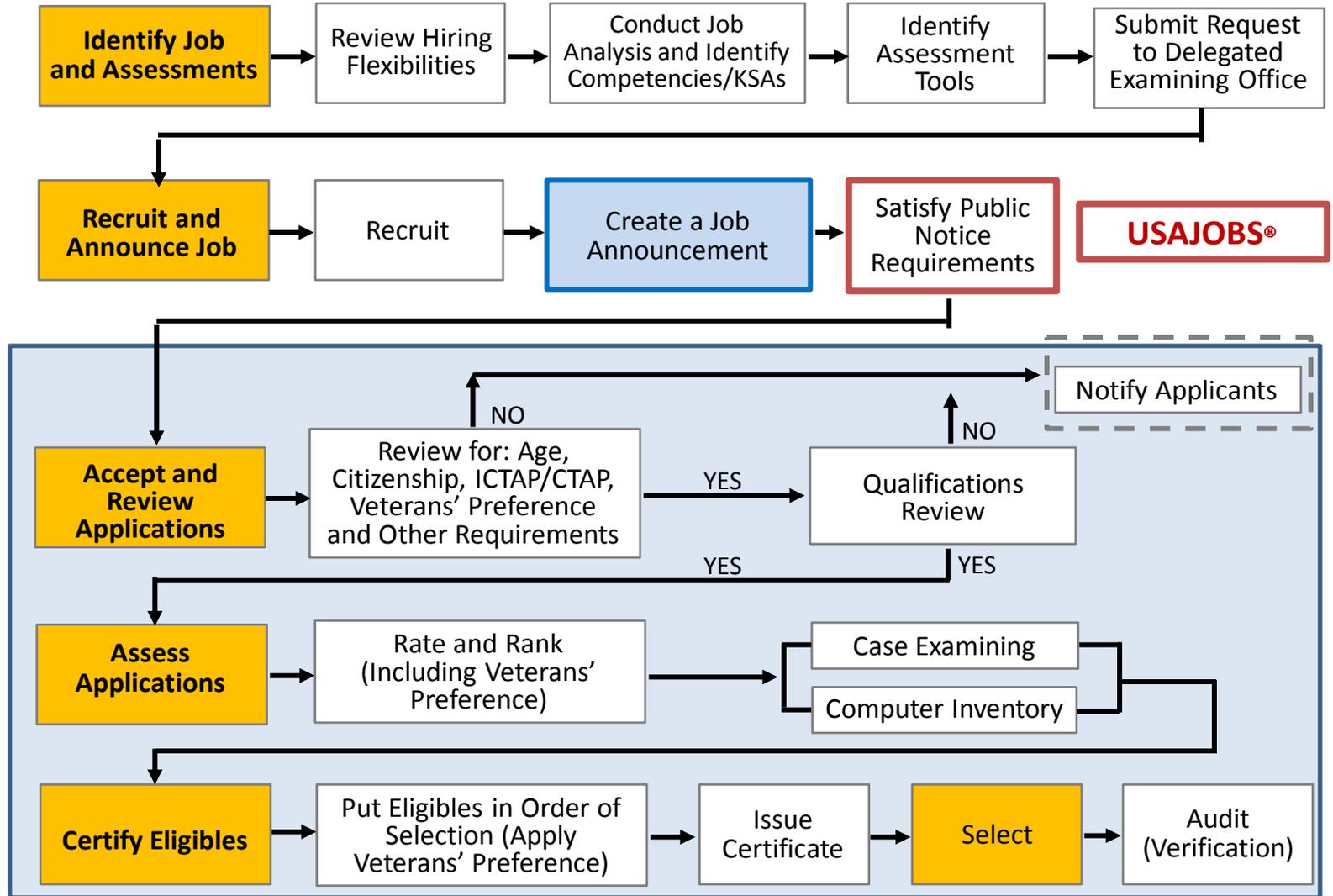
# Agenda

**Module 1 – Merit System Principles and Prohibited Personnel Practices**

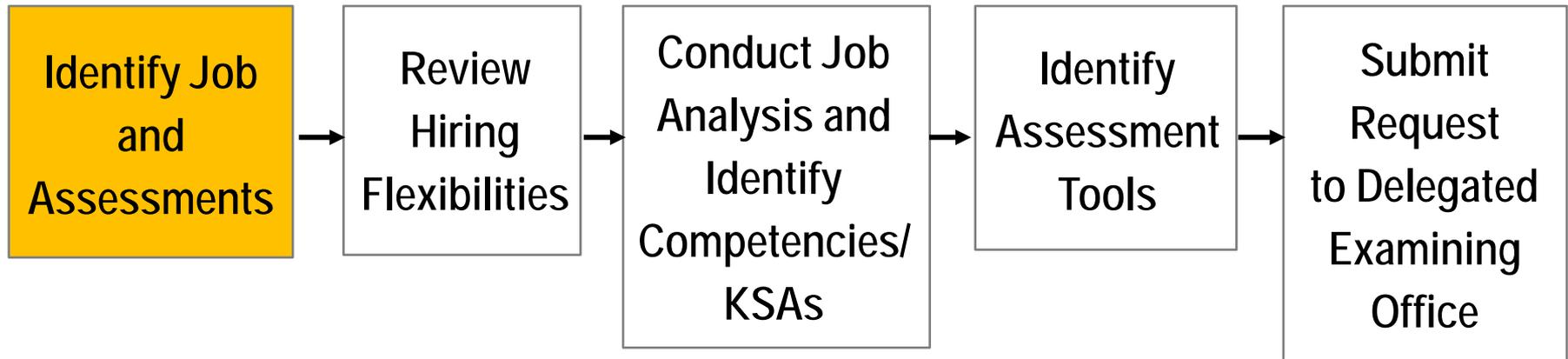
**Module 2 – Hiring Reform**

**Module 3 – Hiring Process**

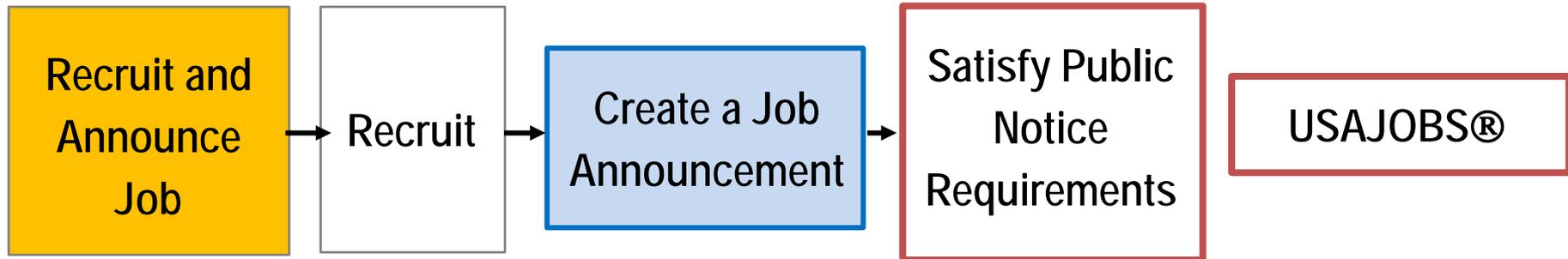
# Hiring Process



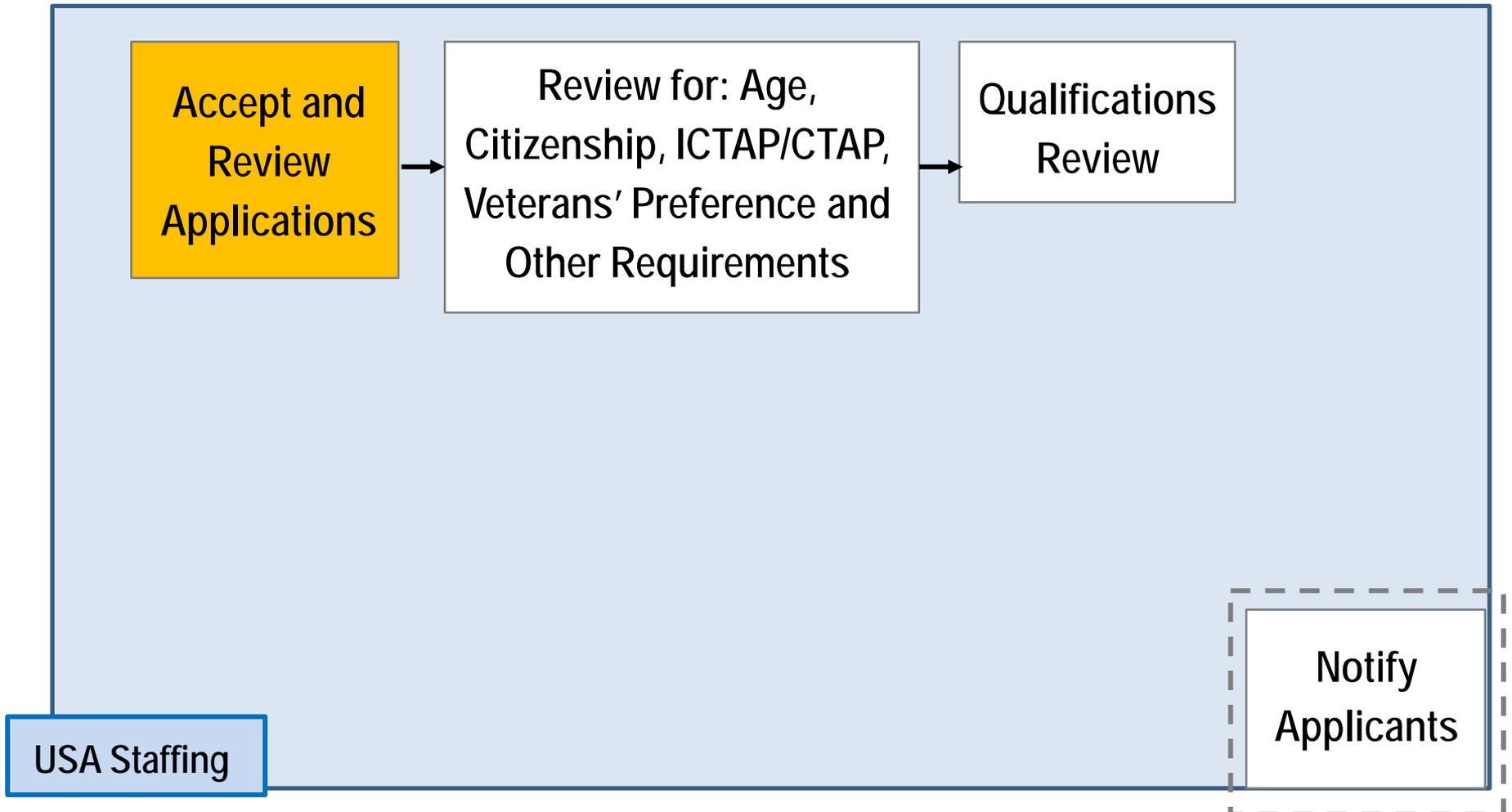
# Hiring Process (First Line)



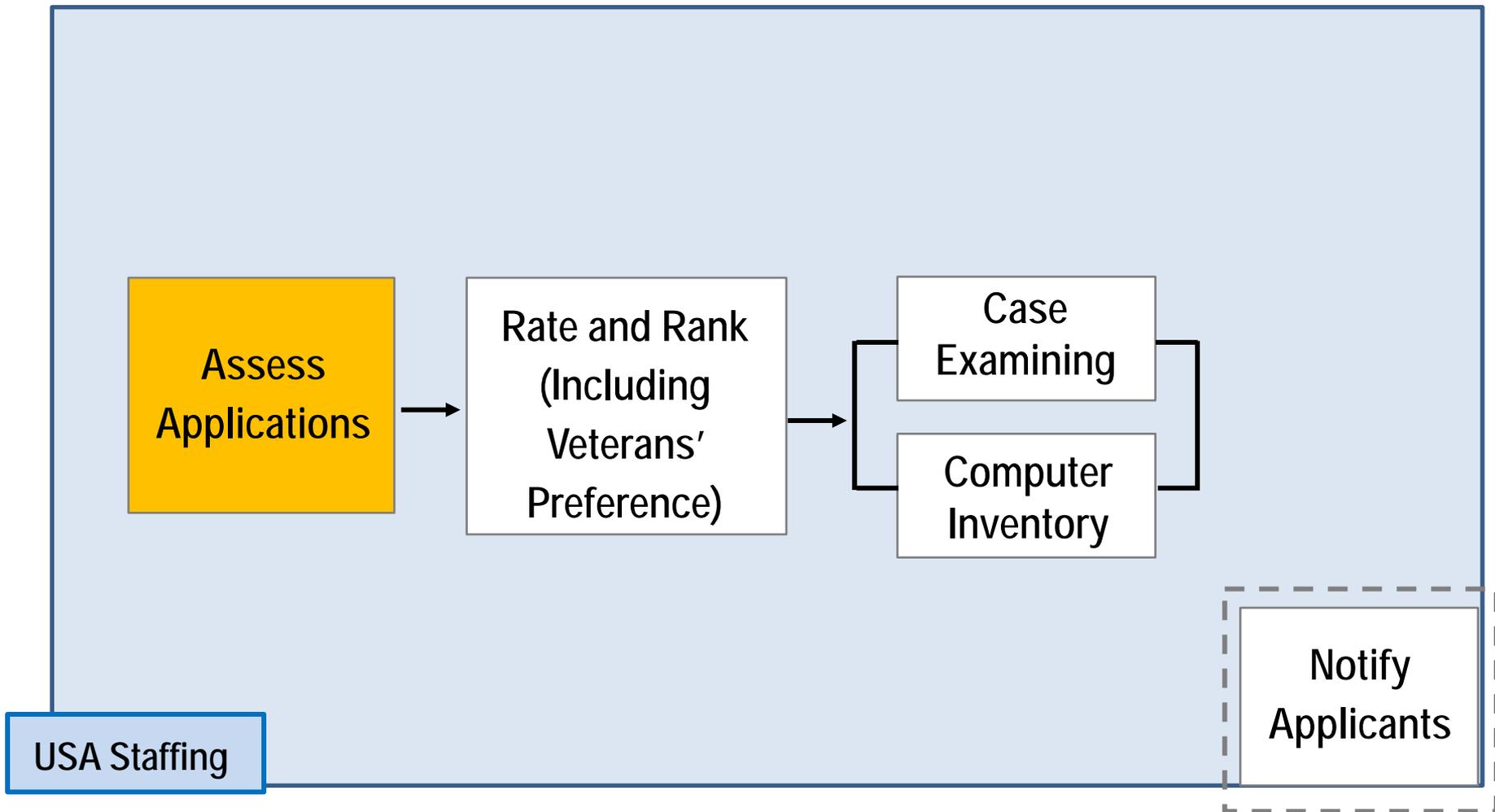
# Hiring Process (Second Line)



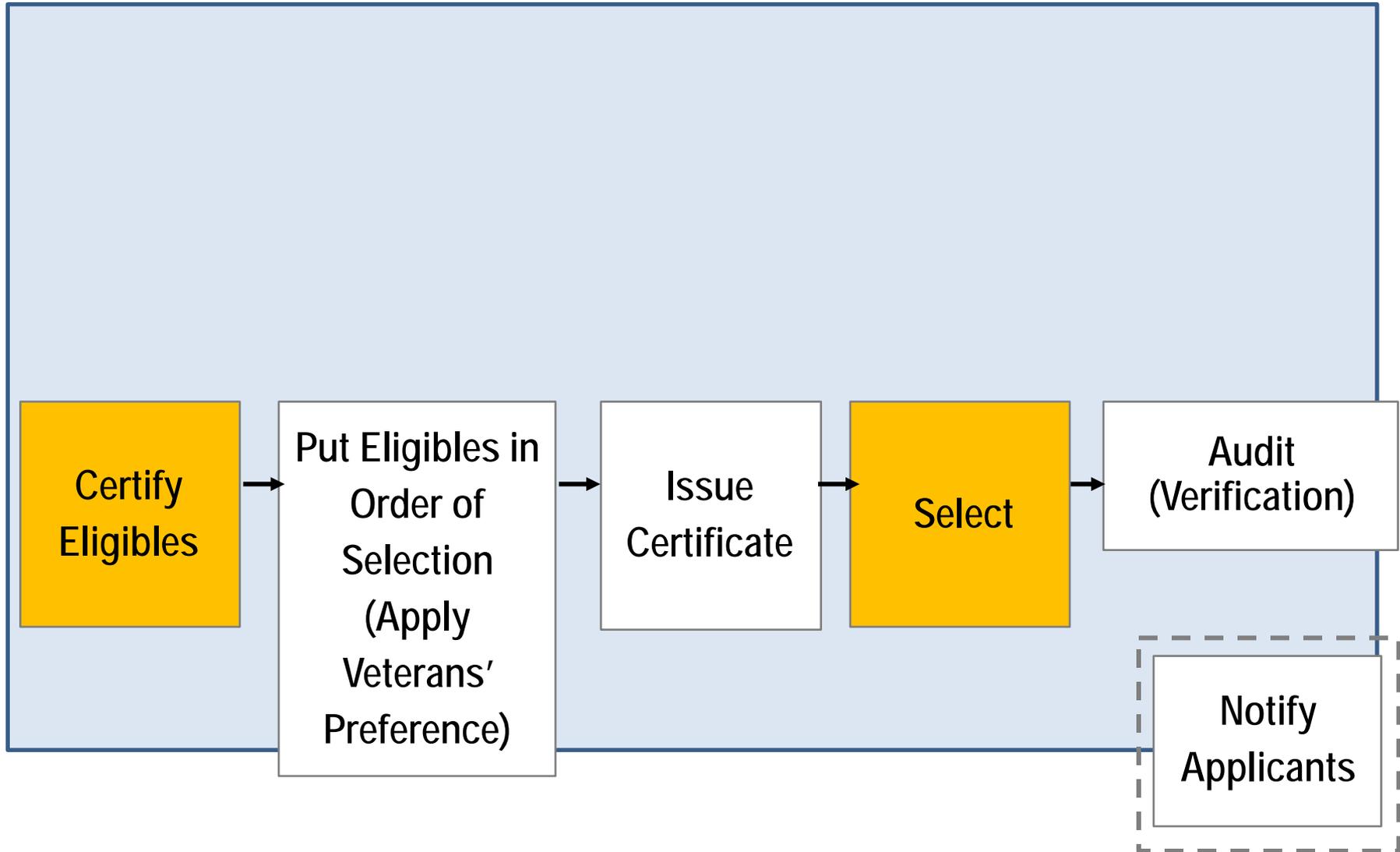
# Hiring Process (Third Line)



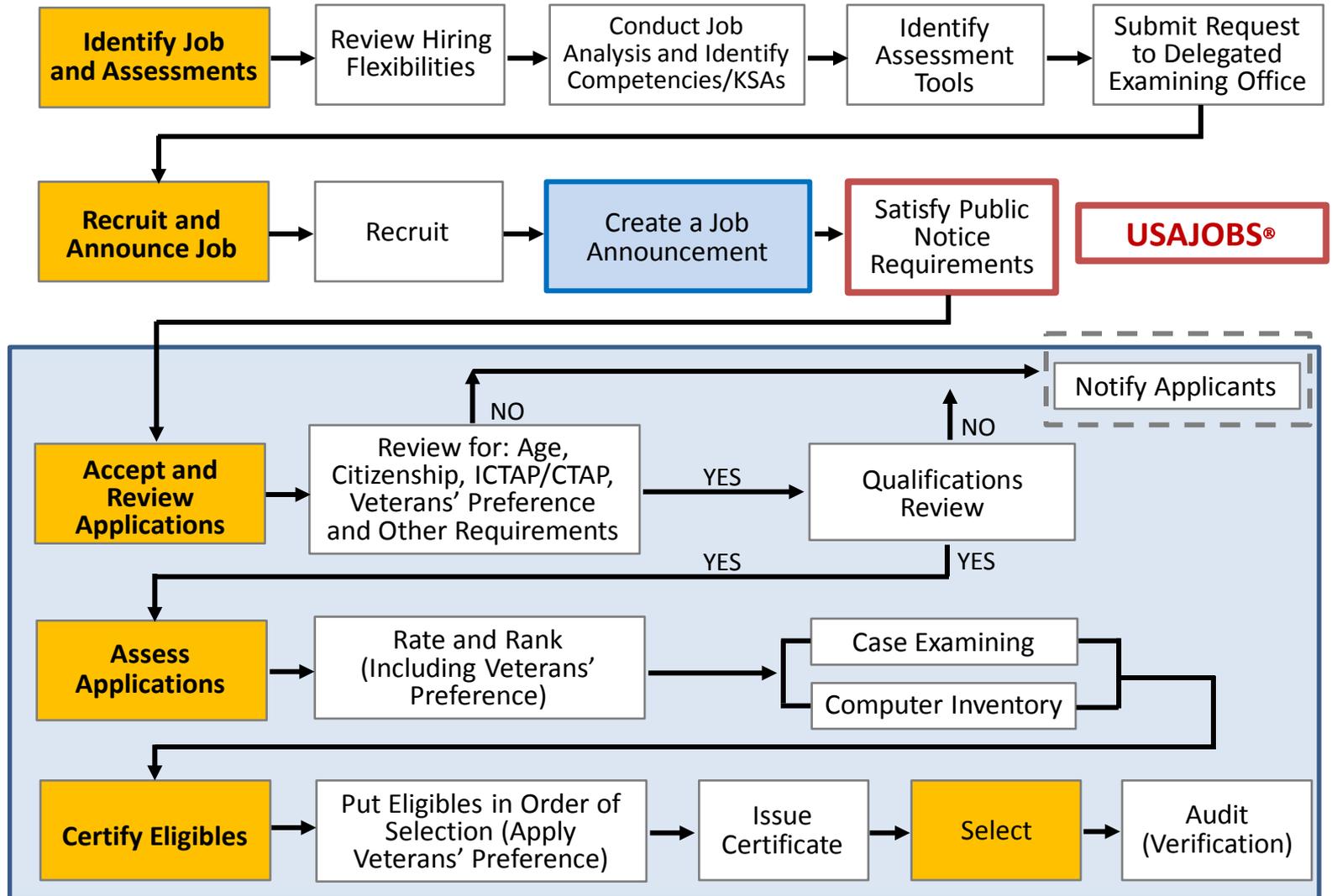
# Hiring Process (Fourth Line)



# Hiring Process (Fifth Line)



# Hiring Process





Introduction

# **Module 1 – Merit System Principles and Prohibited Personnel Practices**

Module 2 – Hiring Reform

Module 3 – Hiring Process

# Merit System Principles Objectives

At the end of this module, you will be able to:

- Define the overall purpose of the merit system
- Identify and understand the basic elements of the nine Merit System Principles
- Explain the impact of Prohibited Personnel Practices (PPP) on supervisors and managers.

# Merit System Principles

The purpose of the merit system is:

- To provide for the development of an effective, mission-focused, accountable civil service workforce,
- Based on merit, not the spoils system of the past.
- To provide a framework for proper personnel management.

# Merit System Principles

## What do the Merit Principles do:

Guide civil servants to effective and efficient mission accomplishment.

Raise our sights to the public interest in an “effective civil service” which may at times, conflict with immediate or personal interests.

Give us benchmarks and provide the basis on which OPM hold agencies and individuals accountable

# Merit System Principles (cont.)

1. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
2. Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.

# Merit System Principles (cont.)

3. Provide equal pay for equal work and recognize excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain and separate employees on the basis of their performance.

# Merit System Principles (cont.)

7. Educate and train employees when it will result in better organizational or individual performance.
8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.

# Prohibited Personnel Practices (PPPs)

Sets limitations by making certain specific practices illegal.

- Codified in Section 2302, Title 5, United States code.
- Actions that a Federal employee who has personnel authority shall not commit.

# Personnel Authority

## Is authority to:

take a personnel action

direct others to take a personnel action

recommend, or approve any personnel action.

## People with personnel authority, HR, managers and supervisors:

are charged with personal adherence to Merit System Principles

avoidance of Prohibited Personnel Practices

# Prohibited Personnel Practices



1. Don't DISCRIMINATE on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
2. Don't SOLICIT or CONSIDER any recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability.
3. Don't COERCE a person's political activity, or REPRISE against them for their refusal to engage in such political activity.

# Prohibited Personnel Practices (cont.)



4. Don't DECEIVE or WILLFULLY OBSTRUCT any person with respect to such person's right to compete for employment.
5. Don't INFLUENCE a person to withdraw from competition.
6. Don't GRANT any preference or advantage not authorized by law, regulation, or rule.

# Prohibited Personnel Practices (cont.)



7. Don't APPOINT, EMPLOY, PROMOTE, or ADVANCE a relative.
8. Don't RETALIATE against a whistleblower, whether an employee or an applicant.
9. Don't RETALIATE against employees or applicants who exercise their complaint, grievance, or appeal rights; testify; cooperate with an inspector general or the Special Counsel; or refuse to break the law.

# Prohibited Personnel Practices (cont.)



10. Don't DISCRIMINATE based on actions not adversely affecting performance.
11. Don't VIOLATE any law, rule, or regulation implementing or directly concerning the merit principles.
12. Don't VIOLATE veterans' preference requirements.

# Summary

You should now be able to:

- Define the overall purpose of the merit system
- Identify and understand the basic elements of the nine Merit System Principles.
- Explain the impact of Prohibited Personnel Practices (PPP) on all employees.



Introduction

Module 1 – Merit System Principles and Prohibited Personnel Practices

**Module 2 – Hiring Reform**

Module 3 – Hiring Process

# Hiring Reform Objective

At the end of this module, you will be able to:

- Explain the goals of Federal Hiring Reform
- Explain the six key hiring reform initiatives identified by President Obama



# Goals of Federal Hiring Reform

- Recruit and hire highly qualified employees in a timely and efficient manner
- Make public service a career of choice for the most talented Americans

# Hiring Reform Overview: Six Key Initiatives

**As of November 1, 2010, agencies must:**

1. Eliminate the requirements for essay-style responses from job seekers at the point of initial application.
2. Allow job seekers to apply using resumes and cover letters or simple, plain language applications, and assess applicants using valid, reliable tools.
3. Use Category Rating procedures for external competitive hiring (Delegated Examining Unit (DEU) actions).

# Hiring Reform Overview: Six Key Initiatives (Cont.)

4. Increase hiring manager accountability and involvement for hiring.
5. Improve the quality and speed of hiring.
6. Notify applicants of their status.

# Initiative 1: Elimination of Essay-Style Responses Upon Initial Application

**KSA's no longer required**

**Remains an option at subsequent steps**

- Checklist for applicants to identify experience or expertise they possess;
- Traditional interviews;
- Structured interviews designed to measure an applicant's response to weighted behavior-based questions; and,
- In-depth reference checks.

# Initiative 2: Standard Resumes and Cover Letters

## Job seekers are allowed to:

- Apply for Federal employment by submitting resumes and cover letters.
- Use the automated hiring system or upload a resume of their choice.

# Initiative 3: Use Category Rating

## Category Rating:

- is an alternative to the traditional scored method of assessing external (non-Federal applicants) for competitive service positions;
- allows for the referral of a large group of candidates
- 
- groups applicants with similar levels of skills and experience
- is subject to merit system principles and veteran preference rules.

# Initiative 4: Manager Accountability and Involvement

- Hiring Managers must be:
  - fully involved in the hiring process,
  - fully involved in workforce planning with HR
  - evaluated for their efforts in support of hiring reform,
- Hiring reform performance standards have been added to all Hiring Managers' performance plans.

# Initiative 5: Improved Quality and Speed of Hiring

## Reduced Hiring Timelines

- Hiring timeframe to no more than 80 days
- Planning workforce needs
- Verifying accuracy of position description
- Working directly with HR
- Timely reviewing of rating criteria and draft vacancy announcement
- Prioritizing applicant's interviews and selection
- Certificate should be returned within two weeks after selection.

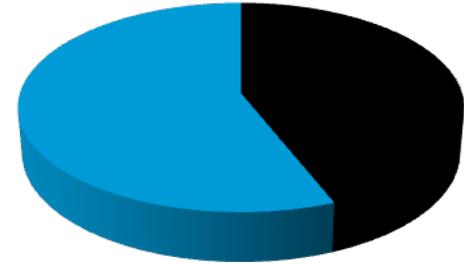
# Initiative 6: Applicant Notification

Beginning November 1, 2010, applicants now receive notification of their status at four steps of the recruitment process:

1. When their resume is received;
2. When their qualifications are evaluated;
3. When they are referred or not referred; and,
4. When they are selected or not selected.

# Did you Know?

- Supervisors involved in hiring decisions report being more satisfied with the individual hired than supervisors who are not involved (MSPB, 2008).



44% of 2,404 supervisors surveyed by MSPB (2008) indicated they were not involved in the hiring process.

# Summary

## Hiring Reform

1. Eliminates KSA's
2. Allows the use of resumes and cover letters
3. Requires the use Category Rating for DEU
4. Increases manager accountability and involvement for hiring.
5. Improves the quality and speed of recruitment efforts
6. Notify applicants of their status



The White House  
Office of the Press Secretary  
For Immediate Release  
May 11, 2010

### Presidential Memorandum -- Improving the Federal Recruitment and Hiring Process

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Improving the Federal Recruitment and Hiring Process

To deliver the quality services and results the American people expect and deserve, the Federal Government must recruit and hire highly qualified employees, and public service should be a career of choice for the most talented Americans. Yet the complexity and inefficiency of today's Federal hiring process deters many highly qualified individuals from seeking and obtaining jobs in the Federal Government.

I therefore call on executive departments and agencies (agencies) to overhaul the way they recruit and hire our civilian workforce. Americans must be able to apply for Federal jobs through a commonsense hiring process and agencies must be able to select high-quality candidates efficiently and quickly. Moreover, agency managers and supervisors must assume a leadership role in recruiting and selecting employees from all segments of our society. Human resource offices must provide critical support for these efforts. The ability of agencies to perform their missions effectively and efficiently depends on a talented and engaged workforce, and we must reform our hiring system to further strengthen that workforce.

By the authority vested in me as President by the Constitution and the laws of the United States, including section 3301 of title 5, United States Code, I hereby direct the following:

**Section 1. Direction to Agencies.** Agency heads shall take the following actions no later than November 1, 2010:

(a) consistent with merit system principles and other requirements of title 5, United States Code, and subject to guidance to be issued by the Office of Personnel Management (OPM), adopt hiring procedures that

(1) eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job;

# Introduction

Module 1 – Merit System Principles and Prohibited Personnel Practices

Module 2 – Hiring Reform

**Module 3 – Hiring Process**



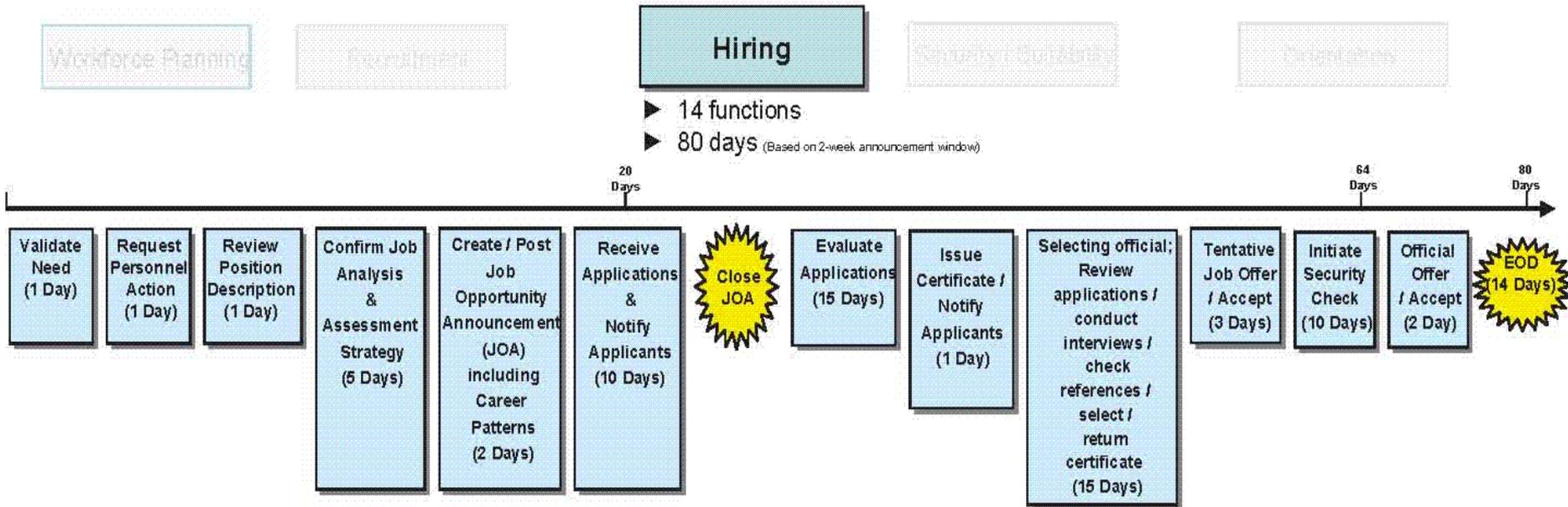
# Hiring Process Objectives

At the end of this training you will be able to:

- Explain the End to End (E2E) Roadmap and the 80 day hiring process
- Explain Human Resources and the Hiring Managers role in the process
- How the Hiring Process is impacted by the implementation of the Hiring Reform



# OPM End to End (E2E) Hiring Roadmap



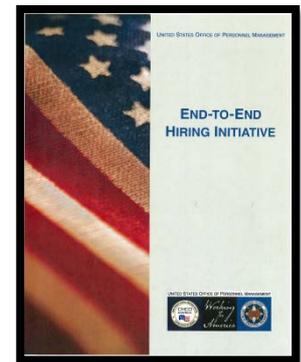
# OPM E2E Hiring Roadmap (cont.)

**Step One** - Validate staffing needs – day – Manager's Responsibility

**Step Two** - Request Personnel Action – 1 day – Manager's Responsibility

**Step Three** - Review Position Description (PD) – 1 day – Manager's and HR Responsibility

- Why Use PDs?
- Supervisor's Responsibilities for PDs
- Position Description Format



# Position Descriptions (PDs)

## Why do we use them?

- Establish new positions
- Required official records
- Dictate qualifications
- Identify training needs
- Basis for performance standards



# Supervisor's Responsibilities for PDs

- Defines duties
- Ensures PD accuracy
- Maintains copies of PDs for all employees supervised
- Periodically reviews PD with employees
- Revises PD when necessary
- Assures employees receive copies of their PDs



# Position Description Format

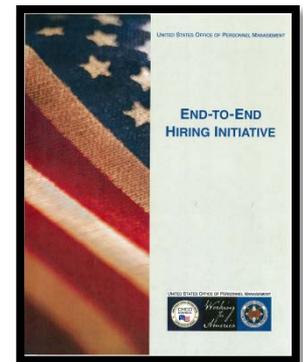
- Introduction
- Major Duties
- Factor Evaluation System (FES)
  - Knowledge required by the position
  - Supervisory control
  - Guidelines
  - Complexity
  - Scope and Effect
  - Personal contact
  - Purpose of contact
  - Physical demands
  - Work environment



# OPM E2E Hiring Roadmap (Cont)

**Step Four** - Confirm job analyzes and assessment strategy and type of announcement – 5 days – Manager’s and HR Responsibility

- Merit
- Delegated Examining Unit (DEU)
- Veterans Readjustment Act (VRA)
- 30 Percent or More Disabled Veterans
- Military Spouse Program
- Appointment of People with Disabilities
- Pathways



# Recruitment Options

## MERIT PROMOTION (STATUS)

- 1) CTAP/ICTAP
- 2) Competitive Service
- 3) Special Hiring Authorities
  - VEOA
  - VRA
  - Peace Corps
  - 30% or more Service Connected Disabled Veteran, Military Spouse Program
  - Appointment of people with disabilities

## DELEGATED EXAMINING (NON-STATUS)

- 1) Excepted Service (Students/Pathways Program)
- 2) All U.S. Citizens
- 3) Veterans' Preference Eligible

# Veterans Recruitment Authority (VRA)

## Appointment Information

- Excepted service non-competitive 2 year appointment
- Requires non-competitive conversion to a career-conditional appointment
- GS-11 and below positions (Promotion potential may be higher)

## Eligibility

- Disabled veterans;
- Holders of campaign or expeditionary medals/badges or Armed Forces Service Medal; or
- Individuals separated within the last 3 years from active duty

## Benefits

- Does not require competition through a vacancy announcement
- Effective tool for entry-level to mid-level positions

# 30 Percent or More Disabled Veterans

## Appointment Information

- Non-competitive time limited appointment – must be more than 60 days
- May be converted non-competitively to a career-conditional appointment
- Applies to all positions - no grade level limitation

## Eligibility & Benefits

- Disabled veterans with a disability rating of 30% or more
- Does not require competition through a vacancy announcement

# Appointment of Persons with Disabilities

## Appointment Information

- May be appointed to any position type (Permanent, Term-equivalent, or Temporary)
- Proof of disability and job readiness is required - must be certified by an appropriate person/organization
- May be converted to a career or career conditional appointment after successful completion of 2 years of service under a non-temporary appointment

## Positions Covered & Benefits

- Applies to all positions – no grade level limitation
- May target recruitment efforts
- Does not require competition through a vacancy announcement

# Pathways Program Introduction

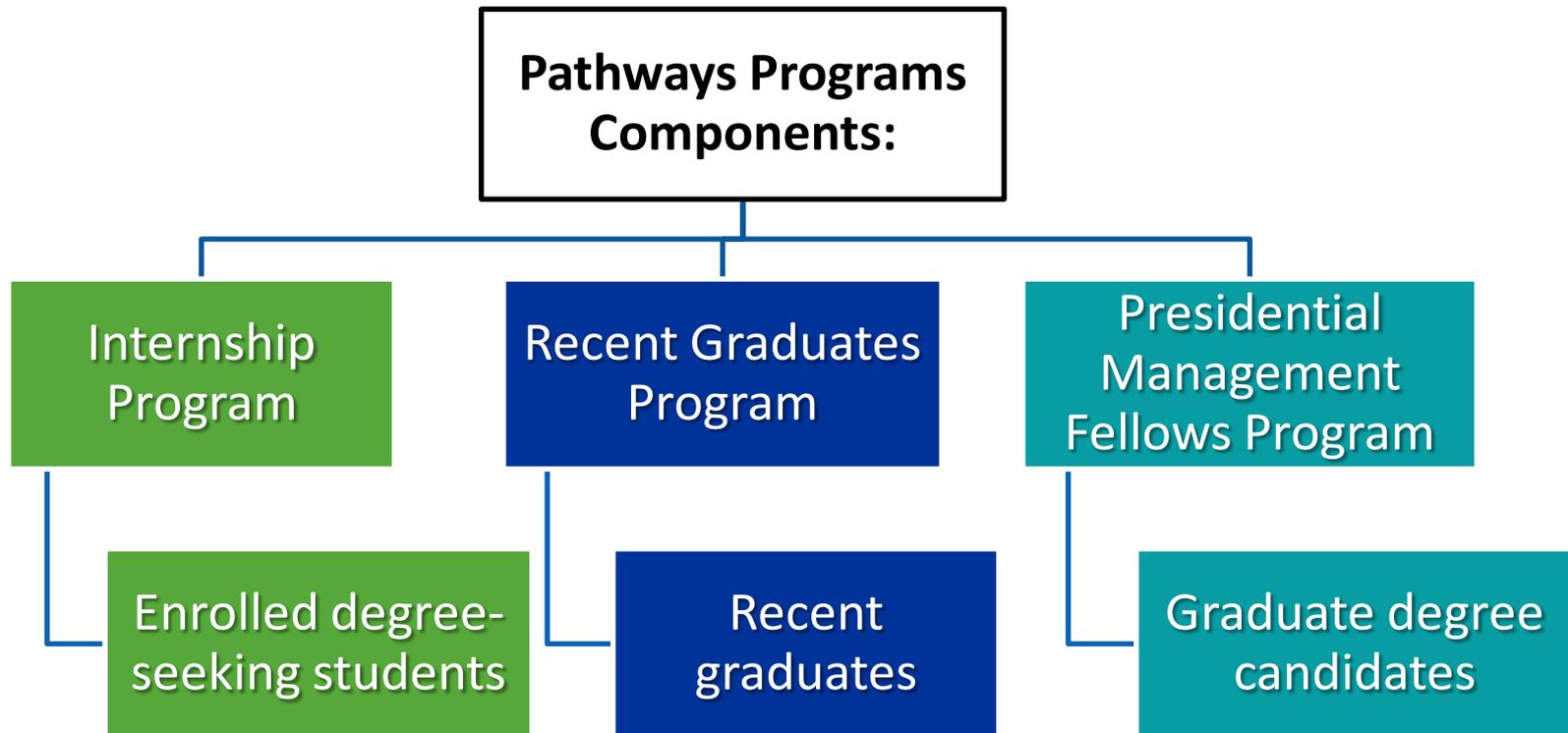
Under the leadership of President Obama, OPM has reformed the federal hiring process for students and recent graduates.

One of the major reforms include recruiting, hiring, and retaining talented students and recent graduates.

As a result, Executive Order 13562 established the Pathways Program.



# Pathways Programs



# Pathways Posting Requirements

- All Pathways positions must be publically posted (USAJOBS)
- Career fairs promoting Pathways vacancies must be posted publically (USAJOBS)

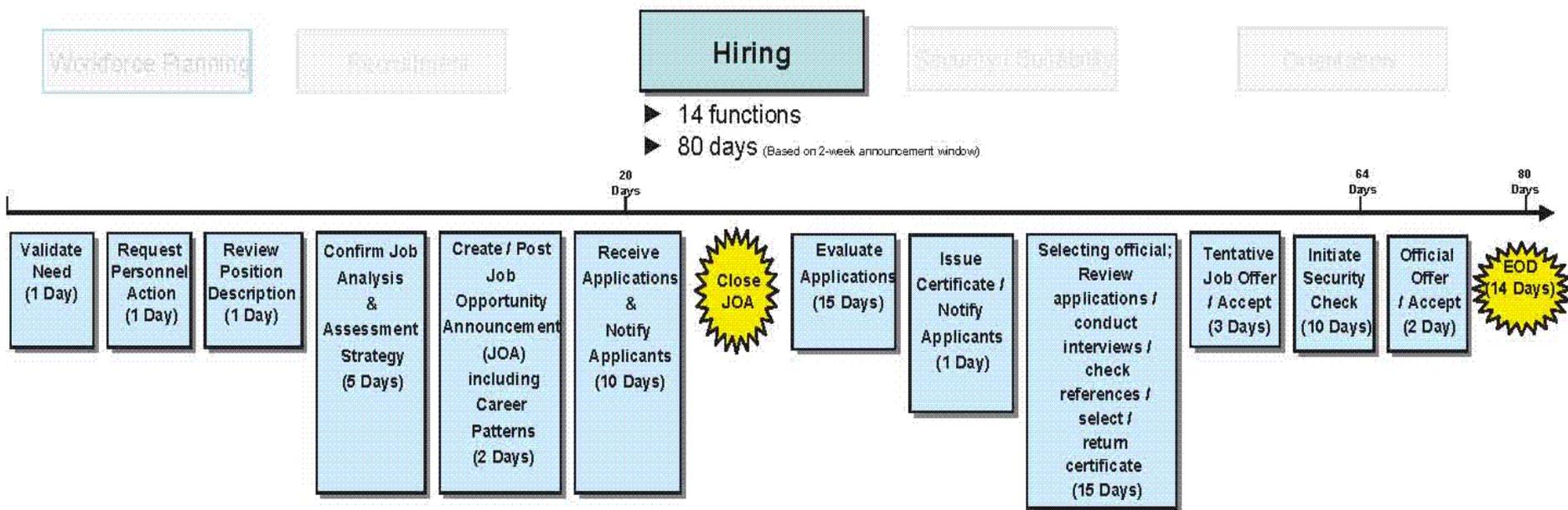


# Pathways Posting Requirements

## Pathways Recruitment Tips:

- Gathering student contact information
- No collecting resumes or interviews
- All students must apply online
- Materials shared at the recruitment table must be shared with everyone at the fair
- Notify Human Resources of career fair events

# OPM E2E Hiring Roadmap



# OPM E2E Hiring Roadmap (Cont)

**Step Five** - Create and Post a Job Opportunity Announcement including Identifying Career Patterns - 2 days - HR Responsibility

**Step Six** - Receive Applications and Notify Applicants - 10 days - HR Responsibility

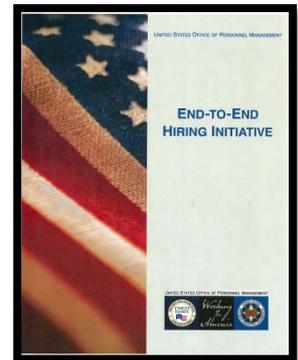
**Step Seven** - Close Job Opportunity Announcement - 1 day - HR Responsibility

**Step Eight** - Evaluate Applications - 15 days

– HR Responsibility

**Step Nine** - Issue certificate and notify applicants

– 1 day – HR Responsibility

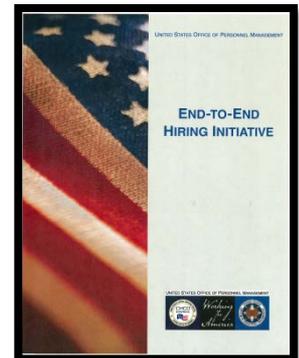


# OPM E2E Hiring Roadmap (Cont)

**Step Ten** - Review Applications, Schedule and Conduct Interviews, Check References, Make Selection and Return Certificate - 15 days – Manager’s Responsibility

**Step Eleven** - Tentative Job Offer and Acceptance - 3 days – Manager's and HR Responsibility

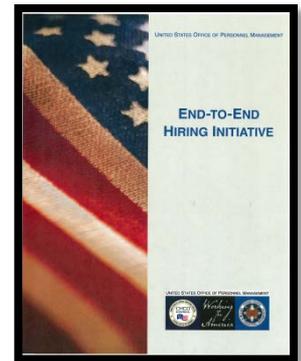
**Step Twelve** - Initiate Investigation at the Appropriate Level for the Position to be Filled - 10 days – HR Responsibility



# OPM E2E Hiring Roadmap (Cont)

**Step Thirteen** - Official Offer and Acceptance – 2 days – HR Responsibility

**Step Fourteen** - Enter on Duty - 14 days – HR Responsibility



# Summary of the Hiring Process

- Explain the 80 day Hiring Process
- Explain HR and the Hiring Managers role in the process
- How the Hiring Process is impacted by the Hiring Reform

# Hiring Reform

1. Eliminates KSA's
2. Allows the use of resumes and cover letters
3. Requires the use Category Rating for DEU
4. Increases manager accountability and involvement for hiring.
5. Improves the quality and speed of recruitment efforts
6. Notify applicants of their status



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(1) eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job;

# Initiative 4: Ensure Manager Accountability and Involvement

- **Plan to hire**

- Plan current and future workforce requirements
- Certify position descriptions (PD) are accurate
- Identify and review position requirements
- Identify and review competencies needed

# Initiative 4: Ensure Manager Accountability and Involvement

- **Plan to hire (cont.)**

- Verify rating schemes used are valid
- Ensure chosen sources of candidates yield high diverse applicant pool
- Review contents of vacancy announcement prior to posting to verify accuracy
- Certify assessment tools used in hiring

# Initiative 4: Ensure Manager Accountability and Involvement

- **Make a decision:**

- Interview applicants
- Check References
- Make a selection
- Notify appropriate officials of your decision in a timely manner
- Annotate certificate of eligible's with your selection

# Initiative 4: Ensure Manager Accountability and Involvement

- Shape employee experience early by:

- Educating new employees on:

- NRCS and it's mission Information Resources Standards of conduct Employee Responsibilities Organization chart



# Initiative 4: Ensure Manager Accountability and Involvement

- **Shape employee experience early by**
  - Planning for a successful “Day One”
  - Assigning a mentor or sponsor
  - Communicating performance expectations
  - Conducting a training needs assessment
  - Establishing a performance plan

# Initiative 4: Manager Accountability and Involvement

- **Increased manager accountability requires that:**  
Managers be evaluated for their efforts
  - In support of hiring reform
  - In employment of individuals with targeted disabilities
  - In diversity management
  - In increased veterans employment



**Managers should consult their HR office for details on implementation of the new standards**

# Initiative 5: Manager Involvement Improves the Speed and Quality of Hiring

Manager involvement in the following tasks has helped to improve the speed and quality of hiring.

- Planning Workforce needs
- Verifying accuracy of PD
- Working directly with Human Resources
- Timely reviewing of all hiring related documents

# Initiative 6: Notify Applicants of Their Status

1. When their resume is received;
2. When their qualifications are evaluated;
3. When they are referred or not referred; and,
4. When they are selected or not selected.

# Summary – Review Training Objectives

The Hiring Manager should now be able to:

1. Explain the Hiring Process
2. Explain the purpose of the Merit System Principles
3. Recognize the Prohibited Personnel Practices (PPP)
4. Explain the six key hiring reform initiatives
5. Identify increased Manager Responsibilities under hiring reform

# Resources

## Human Resources Professionals

Departmental Manual -Recruitment, Relocation, and Retention Incentives-USDA Policy

<http://www.ocio.usda.gov/directives/doc/DM-4050-575-001.pdf>

NRCS General Manual 360 – Human Resources

<http://directives.sc.egov.usda.gov/>

NRCS-General Manual – Merit Promotion Plan

<http://directives.sc.egov.usda.gov/RollupViewer.aspx?hid=17049>

Delegated Examining Handbook – OPM

<http://www.opm.gov/deu/>

DOL – Veterans Preference Calculator

<http://www.dol.gov/elaws/vets/vetpref/mSERVICE.htm>

Office of Personnel Management

<http://www.opm.gov/>

# Resources

End-To-End Hiring Initiative

<http://www.opm.gov/wiki/uploads/docs/Wiki/OPM/training/EndToEnd-HiringInitiative.pdf>

Vet Guide

<http://www.opm.gov/staffingPortal/Vetguide.asp>

Federal Employment of People with Disabilities

<http://www.opm.gov/disability/index.asp>

ABCs of Schedule A

[http://www.dol.gov/odep/pubs/scheduleA/abc Job Applicants ODEP 508%20compliant.pdf](http://www.dol.gov/odep/pubs/scheduleA/abc_Job_Applicants_ODEP_508%20compliant.pdf)

# Resources

Effective Hiring and Interviewing Simulation

[https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM\\_DETAILS&componentID=HR003A%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1218810617000](https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=HR003A%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1218810617000)

Essentials of Interviewing and Hiring: Behavioral Interviewing Techniques

[https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM\\_DETAILS&componentID=hr%5f06%5fa04%5fbs%5fenus%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1279909066000](https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=hr%5f06%5fa04%5fbs%5fenus%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1279909066000)

Essentials of Interviewing and Hiring: Conducting an Effective Interview

[https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM\\_DETAILS&componentID=hr%5f06%5fa03%5fbs%5fenus%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1277745025000](https://aglearn.usda.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=hr%5f06%5fa03%5fbs%5fenus%5fSKILLSOFT&componentTypeID=Web+Based&revisionDate=1277745025000)

# Resources

## Pathways

OPM Hiring Reform Site

<http://www.opm.gov/HiringReform/Index.aspx>

NRCS People SharePoint Site (HR Section)

<https://nrcs.sc.egov.usda.gov/multi/nrcspeople/Human%20Resources/Forms/AllItems.aspx?RootFolder=%2fmulti%2fnrcspeople%2fHuman%20Resources%2fPosition%20Descriptions&FolderCTID=&View=%7b5373CA7F%2dD478%2d4D64%2dBAC8%2d60D6C3655F9B%7d>

NRCS Student Information Page

<http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/careers/student>

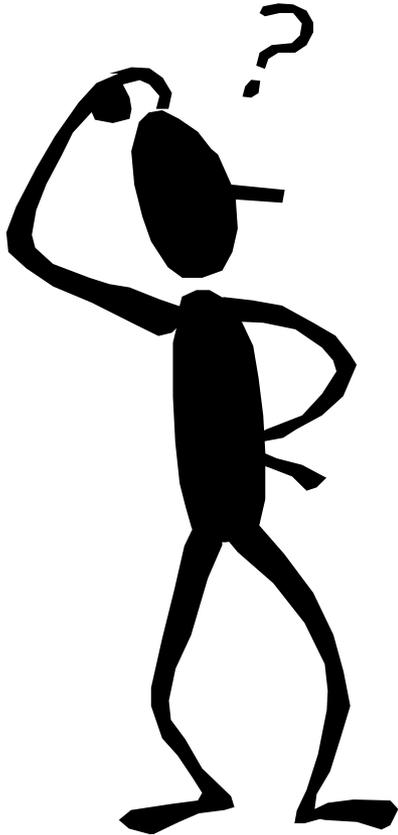
# Resources

## **Text Version of this Training**

[HMT Training – Audio Transcript](#)

[HMT Training – Visual Transcript](#)

# Questions?



**Direct any questions you may have  
to your local HR office**