



Intent and Purpose of this APR+M Panel Presentation

(For candidate who does not hold the APR designation)

To be read by panel chair at the beginning of each candidate's review:

The award of APR+M is designed to improve the profession of military public affairs, encourage ongoing professional development, and establish a standard of knowledge consistency within the joint public affairs community. It signifies a professional level of experience and competence within the public relations industry as a whole, coupled with a uniquely qualified understanding of public affairs activities in joint military operations.

The Panel Presentation is the first step in a two-step process to earn the Accreditation in Public Relations plus Military Communication. It is a gateway to the computer-based Examination.

The intent and purpose of the Panel Presentation is:

- to evaluate a candidate's knowledge skills and abilities in 12 specific areas of public relations competency that cannot be effectively judged on the computer-based Examination.
- to evaluate a candidate's knowledge, skills and abilities in Joint Military Public Affairs that are not tested on the computer-based Examination.

The intended result of the APR+M Panel Presentation is that each candidate will earn an Advance or Not Advance assessment that will recommend the Universal Accreditation Board (UAB) either accept or decline the candidate's request for admission to the computer-based Examination at this time.*

**Note: It is possible that candidates for the APR+M demonstrate the appropriate proficiency with the public relations KSAs, but lack full knowledge and experience for qualification in Military Communication. Therefore, the APR+M Panel will also recommend whether the candidate advances as an APR without the +M certification

*The final decision on whether or not to advance a candidate rests with the Universal Accreditation Board.

**Candidates whose sole UAB participating organization (PO) is the Department of Defense (non-members) will need to join one UAB Participating Organization (ARPPR, CAPIO, FPRA, MPRC, NAGC, NSPRA, PRSA, RCC, SPRF) before officially receiving the APR credential.



Areas of Competency Assessed by the Panel Presentation Process

Since this candidate does not hold an APR designation, the Panel will be responsible for evaluating candidates' competency in 12 specific areas that cannot effectively be judged in the computer-based Examination environment:

1. **Creative conceptualization/creativity:** Uses imagination to develop new insights into or responses to a public relations issue. Develops innovative solutions to the issue or problems posed. Devises new methods/processes or adapts existing ones when the standard methods and processes are not applicable.
2. **Initiative:** Displays courage in suggesting new ideas and justifying them to clients/employers.
3. **Interpersonal skills:** Relates empathetically to other individuals in order to understand their concerns or needs. Influences another's decision or behavior. Displays confidence when interacting with others.
4. **Management skills:** Develops expertise in planning, organizing, budgeting, communicating, coordinating, scheduling, monitoring and evaluating.
5. **Multi-tasking:** Effectively and efficiently manages numerous projects and responsibilities simultaneously. Applies prioritization and tracks progress toward completion of tasks.
6. **Flexibility:** Responds to the changing business, social and cultural landscape.
7. **Time management:** Prioritizes and sequences tasks to meet goals and deadlines.
8. **Uses multiple delivery mechanisms:** Uses advertising, direct mail, Web and other delivery mechanisms and promotional tools effectively.
9. **Communication skills/speaking:** Demonstrates logical thinking when describing client issues and framing approaches to solving public relations problems.
10. **Communication skills/writing and editing:** Communicates relevant information (including technical material) in a concise, organized fashion. Writes content that is factual and grammatically accurate, and at a reading level that is appropriate to the target audience. Writes persuasive communication material for public relations programs. Demonstrates the ability to examine and alter a document and correct for format, organization, completeness, factual accuracy, style, tone and grammar. Drafts Communication Plans that addresses all the RPIE phases; articulates the key parts such as goals and measurable objectives.
11. **Communication skills/listening:** Receives, interprets, verifies, and responds to verbal and non-verbal messages and other cues in the context of client, teammate and audience concerns.
12. **Presentation skills:** Uses visual aids (charts, slides, multimedia, etc.) effectively. Maintains eye contact with audience. Uses appropriate language, gestures, tone of voice and volume to convey information.

In addition, panelists will be responsible for evaluating a candidate's proficiency in additional areas of competence specific to military communication (APR+M) that cannot effectively be judged in the computer-based Examination environment:

Research, Plan, Implement & Evaluate Programs (RPIE)

Understands and is able to explain the relationship and value of RPIE in relation to the following joint military terms and operations:

1. **Military Options:** Understand the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries (such as noncombatant evacuations, humanitarian assistance, stability operations, reconstruction)
2. **Campaign Planning:** Understand the difference between campaign planning in a military operation and planning an information campaign. .
3. **Line of Operations:** Demonstrate knowledge of the commander's **lines** of operations and how they interact and coordinate with one another in Service and/or Joint environment.
4. **Joint Operations Planning:** Understand planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces.
5. **Public Affairs Assessment:** Understand how to evaluate the public affairs impact of pending decisions and recommendations about the structure of public affairs support for military and joint operations.
6. **Public Affairs Guidance:** Demonstrate knowledge of when and why public affairs guidance is needed and how to address the different sections, such as details governing the release of information to the public.
7. **Annex F:** Understand the elements of the Public Affairs planning annex to an operations order.
8. **Annex Y:** Demonstrate knowledge of the Strategic Communication annex to an operations order.
9. **COMCAM Appendix 9 to Annex C:** Demonstrate knowledge of the procedures and planning for the Combat Camera Appendix to Annex C to an operations order.

Ethics and Law

Understands how the following laws relate to PRSA ethics and media law.

10. **Article 19, United Nations Charter:** Demonstrate knowledge of international laws, treaties, status of forces agreements, host nation agreements and charters that can impact public affairs operations.
11. **Law of Armed Conflict:** Understand how relevant international law and rules of engagement play a role in military operations and how Public Affairs planning is impacted.
12. **1913 Gillett Amendment:** Understand the impact of this amendment and other acts and laws (Uniform Code of Military Justice (UCMJ), Goldwater Nichols, Smith-Mundt, etc.) that govern military public affairs operations.

Communication Models and Theories

Understands and able to apply communication models and theories in a joint military operational environment.

13. **Cultural Implications:** Demonstrate an understanding of intercultural communication theory and how misunderstanding culture(s) in which the military is operating can impact public perception and views of US government interests.

Business Literacy

Understand the following in relation to joint military capabilities and processes:

14. **Resource, Planning, Program, Budget Execution (PPBE) Process:** Understand the stages of DOD financial planning and how it's important to Public Affairs.
15. **Open Source Intelligence:** Demonstrate knowledge of open source information publicly available, its potential intelligence value and impact on military operations, and how public affairs operations contribute to open sources at home and abroad.
16. **Military Support to Civil Authorities:** Demonstrate knowledge of the civil support mission within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required.
17. **Defense Support to Public Diplomacy:** Demonstrate knowledge of activities and measures taken by the DOD components to support and facilitate US government public diplomacy efforts.
18. **Joint Professional Military Education:** Relate career field-specific requirements and expectations of JPME and the history behind development of joint education institutions.

Management Skills & Issues

Understand the following in relation to joint military operations:

19. **Communication Integration:** Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter- organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operation.
20. **Information Operations:** Demonstrate knowledge of IO doctrine (such as Joint Pub 3-13), IO principles and the relationship between IO and Public Affairs.
21. **DIME/PMESII:** Understand how the National Elements of Power: Diplomacy, Information, Military, and Economic (DIME) and how Political, Military, Economic, Social Infrastructure and Information (PMESII) help shape U.S. policy and planning.

Crisis Communication Management

Understand the following in relation to joint military operations:

22. **Crisis Action Planning:** Demonstrate knowledge of Phases 1, 2, and 3 of crisis action planning and when it is used.
23. **Lead Federal Agency:** Understand the different agencies in charge and involved, in addition to the military, during crises and contingencies.
24. **Disaster Assistance Response Team:** Understand the role of other U.S. government agencies and missions in contingency operations.

Media Relations

Understand the following in relation to joint military operations:

25. **Free Press:** Demonstrate knowledge of how free press issues and DoD policy (such as the Principles of Information) impact joint, combined and interagency public affairs operations overseas.
26. **Media Assessment:** Demonstrate knowledge of media assessment and how to measure its impact. Understand the significance of media assessment overseas during reconstruction and stabilization operations.
27. **Joint Information Bureau:** Demonstrate knowledge of purpose, scope and elements of a JIB.

Using Information Technology Efficiently

Understand the following in relation to joint military operations:

28. **Cyberspace:** Understand how the global domain benefits and hinders the information environment.
29. **Social Media/Web 2.0:** Demonstrate knowledge of DoD social media and web policies, including operational security concerns.

History of and Current Issues in Public Relations

Understand the following joint military operations structure and elements:

30. **Strategic Communication:** Understand the principles and process of strategic communication.
31. **Public information:** Demonstrate knowledge of military information and how public affairs offices are usually the release authority for that information, consistent with operational security (OPSEC). Understand and explain the differences and similarities between public information, public affairs, public relations, and public diplomacy.
32. **Community Relations:** Relate the difference between community relations overseas and within the United States.
33. **Current military structure:** Demonstrate knowledge of the structure and role of Combatant Commands and supporting unified commands, as well as concepts of supporting and supported commands.
34. **Related career fields:** Understand the roles and relationships with Public Affairs (e.g. Information Operations, Civil Affairs, Combat Camera, Visual Information, and Intelligence)

Advanced Communication Skills

Understand and be able to explain the following joint military operations structure and elements:

35. **National Military Strategy:** Understand the purpose of the national military strategy and how it relates to Public Affairs.
36. **National Response Framework:** Demonstrate knowledge of how the National Response Framework defines the principles, roles, and structures that organize how we respond as a nation.
37. **Interagency Coordination:** Understand the interagency process and how military public affairs operations are impacted by the interagency, as well as nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others.
38. **Joint Intelligence Preparation Of The Operational Environment:** Understand the importance of public affairs collaboration with other information-related activities.



**Examination for Accreditation in Public Relations + Military Communication
Panel Presentation Scoring Form: First Vote**

Candidate Name _____

Member Affiliation (USA, USAF, USN, USMC, USCG, DOD Civil Service, DOD Contractor) _____

Panelist _____

Panelist's Signature _____

Date of Panel Presentation _____

Instructions: *Without discussion with your colleagues on the Panel Presentation, assess the candidate you have just examined on each of the criteria below on a scale of “0” to “3.”*

- 0 = the candidate was unable to demonstrate any knowledge, skills or abilities in the rated areas;
- 1 = the candidate demonstrates a very weak level of knowledge skills and abilities in the rated area;
- 2 = the candidate shows acceptable knowledge, skills and abilities in the rated area;
- 3 = the candidate demonstrates exceptional knowledge, skills and abilities in the rated area.

If the candidate has earned a “Not Advance” assessment (**fewer than 52 points** total *or* an assessment of 0 in any knowledge, skills and abilities category), assign a “Not Advance” assessment and briefly list the reasons why you have done so the “Reasons for a Not Advance Recommendation” form (for example, a short set of bulleted items).

Give this completed form to your Panel Presentation chair.

Skill	Demonstrated in	Score (0-3)
Creative conceptualization/creativity: Uses imagination to develop new insights into or responses to a public relations issue. Develops innovative solutions to the issue or problems posed. Devises new methods/processes or adapts existing ones when the standard methods and processes are not applicable.	Questionnaire; Panel Presentation	
Initiative: Displays courage in suggesting new ideas and justifying them to clients/employers.	Questionnaire; Panel Presentation	
Interpersonal skills: Relates empathetically to other individuals in order to understand their concerns or needs. Influences another’s decision or behavior. Displays confidence when interacting with others.	Panel Presentation	
Management skills: Develops expertise in planning, organizing, budgeting, communicating, coordinating, scheduling, monitoring and evaluating.	Questionnaire	
Multi-tasking: Effectively and efficiently manages numerous projects and responsibilities simultaneously. Applies prioritization and tracks progress toward completion of tasks.	Questionnaire; Panel Presentation	

Flexibility: Responds to the changing business, social and cultural landscape.	Questionnaire; Panel Presentation	
Time management: Prioritizes and sequences tasks to meet goals and deadlines.	Questionnaire	
Uses multiple delivery mechanisms: Uses advertising, direct mail, Web and other delivery mechanisms and promotional tools effectively.	Panel Presentation	
Communication skills/speaking: Demonstrates logical thinking when describing client issues and framing approaches to solving public relations problems.	Panel Presentation	
Communication skills/writing and editing: Communicates relevant information (including technical material) in a concise, organized fashion. Writes content that is factual and grammatically accurate, and at a reading level that is appropriate to the target audience. Writes persuasive communication material for public relations programs. Demonstrates the ability to examine and alter a document and correct for format, organization, completeness, factual accuracy, style, tone and grammar. Drafts Communication Plans that addresses all the RPIE phases; articulates the key parts such as goals and measureable objectives.	Questionnaire; Panel Presentation	
Communication skills/listening: Receives, interprets, verifies, and responds to verbal and non-verbal messages and other cues in the context of client, teammate and audience concerns.	Panel Presentation	
Presentation skills: Uses visual aids (charts, slides, transparencies, etc.) effectively. Maintains eye contact with audience. Uses appropriate language, gestures, tone of voice and volume to convey information.	Panel Presentation	
Areas of competence specific to military communication (APR+M)		
Researching, Planning, Implementing and Evaluating Programs: <ol style="list-style-type: none"> 1. Military Options: Understand the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries (such as noncombatant evacuations, humanitarian assistance, stability operations, reconstruction) 2. Campaign Planning: Understand the difference between campaign planning in a military operation and planning an information campaign. 3. Line of Operations: Demonstrate knowledge of the commander's lines of operations and how they interact and coordinate with one another in Service and/or Joint environment. 	Materials; Questionnaire; Panel Presentation	

<ol style="list-style-type: none"> 4. Joint Operations Planning: Understand planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces. 5. Public Affairs Assessment: Understand how to evaluate the public affairs impact of pending decisions and recommendations about the structure of public affairs support for military and joint operations. 6. Public Affairs Guidance: Demonstrate knowledge of when and why public affairs guidance is needed and how to address the different sections, such as details governing the release of information to the public. 7. Annex F: Understand the elements of the Public Affairs planning annex to an operations order. 8. Annex Y: Demonstrate knowledge of the Strategic Communication annex to an operations order. 9. COMCAM Appendix 9 to Annex C: Demonstrate knowledge of the procedures and planning for the Combat Camera Appendix to Annex C to an operations order. 		
<p>Ethics and Law:</p> <ol style="list-style-type: none"> 10. Article 19, United Nations Charter: Demonstrate knowledge of international laws, treaties, status of forces agreements, host nation agreements and charters that can impact public affairs operations. 11. Law of Armed Conflict: Understand how relevant international law and rules of engagement play a role in military operations and how Public Affairs planning is impacted. 12. 1913 Gillett Amendment: Understand the impact of this amendment and other acts and laws (Uniform Code of Military Justice (UCMJ), Goldwater Nichols, Smith-Mundt, etc.) that govern military public affairs operations. 	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>Communication Models and Theories:</p> <ol style="list-style-type: none"> 13. Cultural Implications: Demonstrate an understanding of intercultural communication theory and how misunderstanding culture(s) in which the military is operating can impact public perception and views of US government interests. 	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>Business Literacy:</p> <ol style="list-style-type: none"> 14. Resource, Planning, Program, Budget Execution (PPBE) Process: Understand the stages of DOD financial planning and how it's important to Public Affairs. 15. Open Source Intelligence: Demonstrate knowledge of open source information publicly available, its potential intelligence value and impact on military operations, and how public affairs operations contribute to open sources at home and abroad. 16. Military Support to Civil Authorities: Demonstrate knowledge of the civil support mission within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required. 17. Defense Support to Public Diplomacy: Demonstrate knowledge of activities and measures taken by the DOD components to support and facilitate US government public diplomacy efforts. 	<p>Materials; Questionnaire; Panel Presentation</p>	

<p>18. Joint Professional Military Education: Relate career field-specific requirements and expectations of JPME and the history behind development of joint education institutions.</p>		
<p>Management Skills & Issues:</p> <p>19. Communication Integration: Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter- organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operation.</p> <p>20. Information Operations: Demonstrate knowledge of IO doctrine (such as Joint Pub 3-13), IO principles and the relationship between IO and Public Affairs.</p> <p>21. DIME/PMESII: Understand how the National Elements of Power: Diplomacy, Information, Military, and Economic (DIME) and how Political, Military, Economic, Social Infrastructure and Information (PMESII) help shape U.S. policy and planning.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>Crisis Communication Management:</p> <p>22. Crisis Action Planning: Demonstrate knowledge of Phases 1, 2, and 3 of crisis action planning and when it is used.</p> <p>23. Lead Federal Agency: Understand the different agencies in charge and involved, in addition to the military, during crises and contingencies.</p> <p>24. Disaster Assistance Response Team: Understand the role of other U.S. government agencies and missions in contingency operations.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>Media Relations:</p> <p>25. Free Press: Demonstrate knowledge of how free press issues and DoD policy (such as the Principles of Information) impact joint, combined and interagency public affairs operations overseas.</p> <p>26. Media Assessment: Demonstrate knowledge of media assessment and how to measure its impact. Understand the significance of media assessment overseas during reconstruction and stabilization operations.</p> <p>27. Joint Information Bureau: Demonstrate knowledge of purpose, scope and elements of a JIB.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>Using Information Technology Efficiently:</p> <p>28. Cyberspace: Understand how the global domain benefits and hinders the information environment.</p> <p>29. Social Media/Web 2.0: Demonstrate knowledge of DoD social media and web policies, including operational security concerns.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>History of and Current Issues in Public Relations:</p> <p>30. Strategic Communication: Understand the principles and process of strategic communication.</p> <p>31. Public information: Demonstrate knowledge of military information and how public affairs offices are usually the release authority for that information, consistent with operational security (OPSEC). Understand and explain the differences and similarities between public information, public affairs, public relations, and public diplomacy.</p> <p>32. Community Relations: Relate the difference between community relations overseas and within the United States.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	

<p>33. Current military structure: Demonstrate knowledge of the structure and role of Combatant Commands and supporting unified commands, as well as concepts of supporting and supported commands.</p> <p>34. Related career fields: Understand the roles and relationships with Public Affairs (e.g. Information Operations, Civil Affairs, Combat Camera, Visual Information, and Intelligence)</p>		
<p>Advanced Communication Skills:</p> <p>35. National Military Strategy: Understand the purpose of the national military strategy and how it relates to Public Affairs.</p> <p>36. National Response Framework: Demonstrate knowledge of how the National Response Framework defines the principles, roles, and structures that organize how we respond as a nation.</p> <p>37. Interagency Coordination: Understand the interagency process and how military public affairs operations are impacted by the interagency, as well as nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others.</p> <p>38. Joint Intelligence Preparation Of The Operational Environment: Understand the importance of public affairs collaboration with other information-related activities.</p>	<p>Materials; Questionnaire; Panel Presentation</p>	
<p>FIRST VOTE TOTAL SCORE</p>		



**Examination for Accreditation in Public Relations + Military Communication
Panel Presentation Scoring Form: Second Vote**

Candidate Name _____

Member Affiliation (USA, USAF,
USN, USMC, USCG, DOD Civil
Service, DOD Contractor) _____

Panelist _____

Panelist's Signature _____

Date of Panel Presentation _____

Instructions: Following discussion with your colleagues on the Panel Presentation, score the candidate you have just examined on each of the criteria below on a scale of "0" to "3."

- 0 = the candidate was unable to demonstrate any knowledge, skills or abilities in the rated areas;
- 1 = the candidate demonstrates a very weak level of knowledge skills and abilities in the rated area;
- 2 = the candidate shows acceptable knowledge, skills and abilities in the rated area;
- 3 = the candidate demonstrates exceptional knowledge, skills and abilities in the rated area.

If the candidate has earned a "Not Advance" assessment (**fewer than 52 total** *or* an assessment of 0 in any knowledge, skills and abilities category), assign a "Not Advance" assessment for the APR+M and briefly list the reasons why you have done so on the "Reasons for a Not Advance Recommendation" form for APR+M (e.g., a short set of bulleted items).

Give this completed form to your Panel Presentation chair.

If the candidate fails to meet the criteria above for advancing for the APR+M credential, the panel will review the scoring to see if the deficient items are confined to the areas of competence specific to military communication KSAs. If that is the case, the panel will tally scores for the 12 areas of competence for the standard APR, and assess as follows:

- If the candidate has earned an "Advance" assessment (24 points or more or showing no 0 in any APR knowledge, skills and abilities category), assign an "Advance" assessment and check the appropriate "Advance" recommendation for APR only on the "Summary of Candidate's Performance" form.
- If the candidate has earned a "Not Advance" assessment (fewer than 24 points total or an assessment of 0 in any APR knowledge, skills and abilities category), assign a "Not Advance" assessment, check the appropriate "Not Advance" recommendation and briefly list the reasons why you have done so on the "Summary of Candidate's Performance" form.

Areas of competence specific to public relations (APR)		
Skill	Demonstrated in	Score (0-3)
Creative conceptualization/creativity	Questionnaire; Presentation	
Initiative	Questionnaire; Presentation	
Interpersonal skills	Presentation	
Management skills	Questionnaire	
Multi-tasking	Questionnaire; Presentation	
Flexibility	Questionnaire; Presentation	
Time management	Questionnaire	
Uses multiple delivery mechanisms	Presentation	
Communication skills/speaking	Presentation	
Communication skills/writing and editing	Questionnaire; Presentation	
Communication skills/listening	Presentation	
Presentation skills	Presentation	
TOTAL APR SCORE		

Areas of competence specific to military communication (APR+M)		
Researching, Planning, Implementing and Evaluating Programs	Materials; Questionnaire; Panel Presentation	
Ethics and Law	Materials; Questionnaire; Panel Presentation	
Communication Models and Theories	Materials; Questionnaire; Panel Presentation	
Business Literacy	Materials; Questionnaire; Panel Presentation	
Management Skills & Issues	Materials; Questionnaire; Panel Presentation	
Crisis Communication Management	Materials; Questionnaire; Panel Presentation	
Media Relations	Materials; Questionnaire; Panel Presentation	
Using Information Technology Efficiently	Materials; Questionnaire; Panel Presentation	
History of and Current Issues in Public Relations	Materials; Questionnaire; Panel Presentation	
Advanced Communication Skills	Materials; Questionnaire; Panel Presentation	
TOTAL MILITARY SCORE		

Tally of both APR and Military competency sections for award of APR+M	GRAND TOTAL	
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**Examination for Accreditation in Public Relations + Military Communication
Panel Presentation Summary of Candidate’s Performance**

Candidate Name _____

Member Affiliation (USA, USAF, USN, USMC, USCG, DOD Civil Service, DOD Contractor) _____

Panelist _____

Panelist’s Signature _____

Date of Panel Presentation _____

In our unanimous opinion:

- We recommend that the Universal Accreditation Board Advance this candidate to the computer-based Examination for Accreditation in Public Relations plus Military Communication (APR+M)
- We recommend that the Universal Accreditation Board Advance this candidate to the computer-based Examination for Accreditation in Public Relations (APR only; not qualified for +M).
- We recommend that the Universal Accreditation Board Not Advance this candidate to the computer-based Examination at this time.

In our collective opinion, this candidate earned a Not Advance assessment in the Panel Presentation for the APR+M and/or APR for these reasons (annotate for which or both credentials). Please use additional comment sheet provided if further space is needed.

(Print name and sign)

Panel Presentation Chair _____

Panelist _____

Panelist _____

Attach the panelists’ first and second vote forms listing their individual scores and reasons that the candidate did not earn Advance status. Also, complete the “Reasons for a Not Advance Recommendation” form stating reasons why the panel came to its collective opinion.

Note: The Score Summary, including any comments, can be provided to the candidate upon his/her written request whether your panel does or does not Advance the candidate.

