

- *Using Various Employment Services.* In addition to the State employment services, agencies may use nonprofit professionally sponsored employment services to recruit for professional scientific or engineering positions without the prior approval of the Civil Service Commission. In using these services, each agency must pay the employment service any fees charged for placement. Agencies may not use an employment service that discriminates because of race, creed, color, sex, or national origin.
- *Hiring On-the-Spot.* Federal officials sometimes complain that industry makes immediate offers to good candidates while the Government may take weeks. Actually, agency recruiters, in cooperation with the Civil Service Commission, can arrange to make on-the-spot offers to candidates for scientific and engineering positions using one of the three plans described below.

PLAN A	Agency agrees to appoint all qualified candidates including those certified by the Commission. Competitors may be rated eligible or ineligible. Numerical ratings are not required. If it becomes impossible to appoint all eligibles under consideration, selection must be made in accordance with veterans preference.
PLAN B	Agency is unable to appoint all qualified candidates. All qualified candidates are given numerical ratings. Appointing officer may appoint any candidate with an eligible rating without immediate regard to order on the register. The register must be reconstituted at least once a month to insure compliance with the "rule of three" and veterans preference.
PLAN C	Civil Service Commission has determined that candidates are in critically short supply. Each position concerned is common to two or more Federal agencies. Agencies may appoint any qualified candidate without either a prior commitment to hire all eligibles as in Plan A, or a periodic reconstitution of registers as in Plan B.

Other approaches are available for hiring on-the-spot. For example, in recent years the Commission has made increasing use of what has become known as the "quality approach" to direct recruiting. The quality approach recognizes that in practically all occupations there is a shortage of the best qualified eligibles. By determining in advance what the shortage level is for a particular occupation, it is possible for an examining office to authorize agencies to hire on-the-spot for career-conditional appointment any eligible whose rating is above the pre-determined level. In some cases when there is an examination open, an agency representative may be authorized to recruit, test, and hire candidates whose ratings are sufficiently high to place them in the best qualified group.