



DEPARTMENT OF THE ARMY  
INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEONARD WOOD  
14000 MSCOE LOOP, SUITE 120  
FORT LEONARD WOOD, MO 65473-8929

IMLD-ZA

1 AUG 2016

MEMORANDUM FOR All Garrison Directors/Managers

SUBJECT: Garrison Policy 09, Civilian Personnel Hiring Policy

1. The purpose of this policy is to ensure a selection and hiring process with high standards of integrity, efficiency, effectiveness, and fairness based on a methodology and not subjectivity. Additionally, this policy will ensure that all applicants competing for a government position are fully and fairly considered in any hiring decision--our selection and hiring procedures must be above reproach. Unless an exception is granted by the Garrison Commander or Deputy Garrison Commander (DGC), all affected positions will be announced for a minimum of fourteen calendar days. Selecting officials are responsible for adhering to all aspects of this policy.

2. Selecting officials are those assigned as the second level supervisor or Senior Rater. The First line supervisor/Rater will not be the selecting official. First line Supervisor/Rater will serve as the panel chair and provide board recommendations to the selecting official. Selections for Directors, Installation Support Office Chiefs, and Garrison Management Office Chiefs will be approved by the Garrison Commander. All other positions in grade of GS13 and GS14 will be approved by the Deputy Garrison Commander.

3. Listed below are the requirements for hiring all Garrison General Schedule (GS), Wage Grade (WG), Defense Civilian Intelligence Personnel System (DCIPS), and Non-Appropriated Funded (NAF) employees. The Civilian Personnel Advisory Center (CPAC) will be consulted on hiring of civilian personnel to insure eligibility of candidates, correctness of the position description, and provide technical assistance.

a. The Hiring Process will consist of five components: (1) Establishment of a panel; (2) Development of criteria/matrices; (3) Resume reviews, (4) Interviews, and (5) Reference checks.

b. The first line supervisor/rater will assemble a minimum of three panel members for grades GS03 through GS11 non-supervisory (WG, NAF, DCIPS equivalents). For all supervisory positions regardless of grade, GS12 through GS15 (WG, NAF, DCIPS equivalents) a minimum of five panel members will be assembled. Panel composition and procedures will incorporate Equal Employment Opportunity Commission (EEOC) guidance regarding best hiring practices to ensure adherence to merit principles. The first line supervisor/rater can serve as one of the three or five panel members. The second line supervisor/Senior Rater can serve in any part of the process at their discretion and must approve the panel member's selection criteria prior to the evaluation process.

c. Selecting officials must use evaluation matrices with position appropriate criteria for the selection processes. The first line supervisor/rater will establish rating criteria for scoring and a list of interview questions and submit to the Civilian Personnel Advisory Center (CPAC) and

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second line supervisor/senior rater for approval prior to evaluation process. An example is provided at enclosures 1 and 2; however, selecting officials can adjust the categories and weights to apply to the specifics of each position. This criteria does not apply for open continuous announcements for grades GS-3 through GS-7 or NAF equivalent and regular recruitment non-supervisory NF3 positions.

d. Resumes and scoring matrices will be provided to the panel members. The first line supervisor/rater will tally all scores to identify the top five candidates for interview. Interviews may be conducted in person, video teleconferencing, or telephonically by the panel. Once completed the interview scores will be added to the scores of the resume review process. The panel will meet to determine top three candidates—Selectee, first alternate and second alternate. The first line supervisor/rater will conduct reference checks to determine current and past performance. If rankings change due to derogatory reference checks, this must be brought to the CPAC and selecting official's attention. The goal is to have the selection process completed within 14 calendar days of receiving the resumes from CPAC.

e. A record of the selection process and results is mandatory for all of these hiring actions. All documentation will be maintained for two years by the selecting official. The first line supervisor/rater will submit a nomination packet and selecting official with a cover memorandum summarizing the selection process, panel participants, and results of the evaluation matrices (enclosure 3) upon approval, memorandum will be forwarded to CPAC.

f. A by name selection must be approved by the Deputy Garrison Commander before an offer is made. Only hard to fill positions will be filled non-competitively.

4. Garrison employees not selected for a position that they have applied for will receive a timely, written notification of non-selection. This will take place after CPAC official notification to the selectee. The memo should also provide the opportunity for individuals to ask for feedback if desired. This is an excellent opportunity to show that we care for our Garrison workforce/employee.

5. This policy supersedes any previous policy and is in effect until superseded or rescinded.

6. Point of contact for this policy is the Deputy Garrison Commander at 573-563-4004.

ENCLs

CF:  
CPAC

  
TRACY L. LANIER  
COL, LG  
Commanding