



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT CAMPBELL
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FORT CAMPBELL KY 42223-3570

AMIM-CBG-ZB (690)

16 August 2023

MEMORANDUM FOR Directors and Chiefs, Staff Offices/Activities, This Headquarters

SUBJECT: Policy 13 – Civilian Personnel Recruitment and Selection

1. References.

- a. Title 5, Code of Federal Regulations (CFR) Part 315, Career and Career Conditional Employment.
- b. 5 CFR 330, Filling Vacancies in the Competitive Service.
- c. 5 CFR 335, Promotion and Internal Placement.
- d. Army Regulation (AR) 690-300 (Employment), 3 April 2019.
- e. AR 690-950 (Career Program Management), 16 November 2016.
- f. AR 215-3 (Nonappropriated Funds Instrumentalities Personnel Policy), 29 August 2019.
- g. Headquarters, US Army Installation Management Command (IMCOM) memorandum (Expand Army Nonappropriated Fund Child and Youth Services (CYS) Employee Assignment Tool (CEAT) to Include Lead Child and Youth Program Assistant (CYPA) and Clarify Pay Setting Procedures), 13 June 2019.
- h. Headquarters, IMCOM, AMIM-EE memorandum (Command Policy Memorandum 690-950-1, Recruitment, Selection, and Retention of IMCOM's Equal Employment Opportunity (EEO) Positions), 23 March 2022.
- i. US Army IMCOM, Directorate Readiness Command, IMSR-HR memorandum (Command Policy #7 – Civilian Personnel Recruitment and Selection Policy), 5 August 2020.
- j. Negotiated Agreement between Headquarters, 101st Airborne Division (Air Assault) Fort Campbell, US Army Garrison (USAG) IMCOM Fort Campbell, US Army Medical Department Activity Fort Campbell, US Army Dental Activity Fort Campbell, US Army Signal Network Enterprise Center Fort Campbell, US Army Logistic Readiness

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SUBJECT: Policy 13 – Civilian Personnel Recruitment and Selection

Center Fort Campbell and American Federation of Government Employees Local 2022 (AFL-CIO) (the Collective Bargaining Agreement (CBA)), 13 May 2015.

2. Purpose. This policy is for management communication to define and establish standardized procedures for competitive service hiring within USAG, Fort Campbell.

3. Applicability. This policy applies to competitive and excepted service positions, including both Appropriated Fund (APF) and Nonappropriated Fund (NAF), within USAG, Fort Campbell except for attorney and supervisory EEO position recruiting actions.

4. Definitions. The definitions used in the policy are provided at enclosure 1.

5. Policy.

a. USAG-Fort Campbell is fully committed to employing and maintaining a highly talented, diverse civilian workforce. I expect Directors to develop and implement standardized internal processes and procedures that ensure hiring actions are consistent, fair, transparent, timely, well-documented, and comply with the provisions of this policy.

b. All employment practices will adhere to the Merit System Principles (enclosure 2) and refrain from any Prohibited Personnel Practices (enclosure 3). Positions covered by this policy will be filled based solely on merit and fitness without regard to political, religious, or labor organization affiliation, marital status, race, color, sex, gender identity, national origin, non-disqualifying physical handicap, genetic information, EEO activity and/or age.

c. The Fort Campbell Form (FC Form) 4275, United States Army Garrison - Fort Campbell Hiring Request Form will be used to request and obtain approval of all hiring actions (enclosure 4). Hiring officials will request exceptions to policy (ETP) in blocks 19 and 20, and fully justify request in block 21.

(1) Hiring officials will recommend a recruitment strategy on the FC Form 4275. Hiring officials will:

(a) Consider all types of hiring authorities that best meet their recruitment needs for the position and maximize the use of all available hiring flexibilities, strategies, and incentives to fill vacant authorizations in an expeditious manner.

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(b) Consider whether to announce internal (merit promotion) (enclosure 5), external Delegated Examining Unit (DEU), or to use non-competitive selection (enclosure 6) or direct hire authorities (DHA).

(c) Consider minimally qualified candidates from our current on-board strength and utilize a Management Directed Reassignment action if Civilian Human Resources Service Center or CPAC validates the candidate is qualified.

(2) Hiring officials can request to reuse FC Form 4275 for high turnover positions when new hires leave within four months of their Entrance on Duty (EOD); all requests will be coordinated with the Garrison Resource Management Office Manpower Section.

(3) Hiring officials will validate the position description accurately reflects the duties to be performed and attach a signed copy to the FC Form 4275.

(4) The Deputy to the Garrison Commander (DGC) must approve all changes to the hiring process once the FC Form 4275 is approved.

d. Crediting plans will be used for all competitive hiring actions (enclosures 7, 8, and 9). Crediting plans must be approved by the EEO Office prior to receipt of the referral list. EEO approved crediting plans may be reused provided the crediting plan is not changed. Changes to an approved crediting plan require EEO approval.

e. Vacancies will be announced for at least seven (7) calendar days.

f. Hiring officials will ensure strict compliance with the Priority Placement Program (PPP) as well as Spouse Preference and Veteran Preference. For NAF staff, the Civilian Employment Assistance Tool (CEAT) provides placement for certain NAF positions by non-competitive transfer in accordance with reference g.

g. Hiring Panels.

(1) Hiring panels are mandatory for supervisory GS13, all GS14 and GS15 (and NAF equivalent) positions. Hiring panels will be used for all other competitive hiring actions unless an ETP not to use a panel is approved on the FC Form 4275 or as outlined below.

(2) Exceptions to hiring panels.

(a) Directors have the flexibility to utilize subject matter experts and/or other evaluation criteria (e.g., certifications, education, etc.) in lieu of hiring panels for specialized/technical series vacancies. Crediting plans for these actions must clearly identify the methodology used and the specific method for selection must be provided on the FC Form 4275 for DGC approval.

(b) Hiring officials may recommend that the use of a hiring panel is not practical due to urgency of a requirement, small number of applicants for multiple vacancies or other extenuating circumstances. Directors will request this ETP and provide the selection method for DGC approval.

(c) Directors may request a blanket exception to policy from the DGC to not panel high turnover positions that are recruited via open announcements. If approved, these positions will be exempt from the FC Form 4275 requirement.

(3) Hiring panels will be comprised of at least three individuals; be diverse in reference to gender, ethnicity, backgrounds, and knowledge bases; be equal to or senior to the position being filled; and should know the requirements for the position being filled. Hiring officials may serve on their own hiring panel. One panel member must be assigned to a position outside the supervisory chain of the hiring officials higher-level reviewer (HLR). For Garrison Director positions, one panel member will be appointed by the IMCOM Readiness Directorate Division Staff Proponent. The same hiring panel will be used for the entire hiring action, to include resume review and interviews. The use of multiple hiring panels or different levels of panels for the same position is not authorized. In accordance with the CBA, hiring panels will give due weight to performance appraisals and incentive awards if disclosed by candidates.

(4) Hiring panels will review and score the resumes of all referred candidates utilizing the approved written crediting plan. Resume scoring is not required if all referred candidates are offered an interview and it is documented.

(5) Hiring panels will rank order candidates by resume score to determine the most qualified and develop a list of candidates to interview. The following is the minimum number of candidates that will be offered an interview in ascending order starting with the highest scoring resume:

Candidates on Referral List	Minimum Number Offered an Interview
1 - 3	All Candidates
4 - 15	3
16 - 20	4
21 or more	5

(6) Hiring panels will interview the identified candidates and score responses to interview questions based on the approved written crediting plan. Hiring officials will document when candidates decline interviews and provide documentation to Civilian Human Resources Service Center (or CPAC) when making selections. Where hiring panel scores result in a tie, the hiring official will clearly document the criteria by which one of the two tied applicants is deemed best qualified.

(7) Hiring officials will ensure all documents used by panel members as part of the crediting plan (e.g., resume scoresheets, interview scoresheets) contain the candidate's name or assigned reference number on every applicable page to validate what candidate the document belongs to. Hiring officials will ensure scoresheets are free of math and other administrative errors and all pen and ink changes are initialed by appropriate panel members. All documents completed by panel members will contain the panel member signature and date (digital signatures preferred).

h. Reference checks.

(1) Appropriated Fund Positions: Hiring officials will validate references during the interview process and conduct a minimum of two reference checks for each primary and alternate candidate recommended for selection after the interview and before final selection is made. One reference check must be with the current or most recent supervisor. Hiring officials will formally document reference checks or reason they could not be conducted (enclosure 10). Reference checks are not required for internal candidates within the same directorate.

(2) Nonappropriated Fund Positions: Hiring officials will verify previous employment using DA Form 3439 (Employment Reference Inquiry) prior to tentative offer, except for emergency hire appointments approved by the Director. If the individual has not previously worked or if the previous employer fails to respond after two attempts, two personal (not a relative of the individual) or school references are required.

i. Final Selection.

(1) The hiring official will make final selection of primary and alternate candidates based on the approved crediting plan and reference checks. The hiring official may request to deviate from the hiring panel scores. The deviation request will be fully documented and approved in writing by the Director or DGC/Garrison Commander (GC) if the HLR approval is at that level. The next highest scoring candidate will be selected for the position.

(2) NAF applicants meeting the specified highly preferred criteria will be referred before non-highly preferred applicants. When the number of qualified applicants for NAF positions is too large for the number of vacancies, referrals will be made by selection preference first (a and b below) and then by priority consideration (c through f below).

(a) Spouse Employment Preference (SEP).

(b) Involuntary Separated Military (ISM).

(c) NAF Employees Separated by business-based action (BBA).

(d) Current/Former NAF/AF Employees (CNE/FNE).

(e) Outside Applicants Veterans (OAV).

(f) Outside Applicants Non-Veterans (OANV).

(3) Approving officials will approve the selections in writing (enclosures 11). The DGC retains the authority to approve all supervisory GS13 and above (and NAF equivalent) hiring actions.

(4) Hiring officials will provide a brief Merit based explanation to support selection for each candidate on the certificate notes tab in USA Staffing. Simply indicating "Best Qualified" is not acceptable.

j. Hiring officials will accomplish the selection process and return the selection decision in USA Staffing within 14 days of receiving the certificate from Civilian Human Resources Service Center (or CPAC). Directors will submit an email request to the DGC for extensions to a hiring timeline.

k. Civilian Human Resources Service Center (or CPAC) NAF Human Resources Officer (HRO) retains the right to cancel any request for personnel action (RPA) 90-days old or older without a selection and will notify management of aging RPAs prior to cancellation.

l. Pay will be set for NAF employees IAW AR 215-3 and indicated in the Selection Manager tab of the certificate. Managers will set pay, within budgetary constraints, to recruit and retain highly qualified applicants. For Child and Youth (CY) positions, when the applicant has previous DoD Child Care experience, and upon reemployment, reinstatement, or transfer, the rate of pay will be set at the level at least equivalent to the employee's most recent CY level. Child and Youth Program Assistants (CYPA) transferring using the Army NAF CEAT process will remain at the same employment category as currently held.

m. Upon request, the hiring official will provide feedback to candidates not selected once the final offer for the position has been accepted. The hiring official's feedback may be written or verbal and will provide information to help the candidate understand the selection process, identify areas in which they may improve, and ensure transparency in the employment practices utilized.

n. Required Records. Directors will implement procedures that ensure all hiring documents prepared by hiring officials in their directorate are maintained at least three years following selection. Directors will ensure hiring files prepared by departing hiring officials remain part of the organization files for the required retention period. At a minimum, each hiring file will include the approved FC Form 4275, position description, job announcement, referral lists, resumes, the complete approved crediting plan, panel scoresheets and notes, reference checks, DA Form 3439 (NAF only), and selection approval documentation.

6. The DGC will establish mechanisms to routinely audit hiring actions using a standardized checklist (enclosure 12). This audit may occur at any time during or after the hiring process to validate compliance with this policy. Directors are overall responsible for hiring in their directorate. The hiring official and their entire supervisory chain are equally responsible for ensuring policy compliance.

7. If there is a perceived conflict or lack of clarity between this policy and the CBA, the CBA will take precedent.

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8. The proponent and point of contact for this policy is the DGC, ATTN: AMIM-CBG-ZB, (270) 798-9923.

13 Encls

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Enclosure 1 to Policy 13 – Civilian Personnel Recruitment and Selection (Hiring Definitions)

1. **Hiring Official.** The hiring official is a supervisor responsible for initiating and carrying out the recruitment process and making the selection. The hiring official is designated by the Director on Fort Campbell Form (FC Form) 4275, United States Army Garrison - Fort Campbell Hiring Request Form. The hiring official is not automatically the first line supervisor. The Director has flexibility to designate the hiring official or centralize hiring authority within a directorate provided the hiring official is equal to or senior to the position being hired.
2. **Approving Official.** For hiring actions, the hiring official's higher-level reviewer (HLR) is the approving official. The HLR validates all provisions of this policy have been followed and approves the primary and alternate candidates selected for the position prior to submitting selection notification to the Civilian Personnel Advisory Center (CPAC). The Deputy to the Garrison Commander (DGC) retains the authority to approve all supervisory GS13 and above (and NAF equivalent) hiring actions. The Director may serve as the approving official for all directorate hiring actions that do not require approval by the DCG or Garrison Commander (GC).
3. **Employment Practices.** Employment practices are all management actions taken in furtherance of the hiring process. Employment practices include use of a selection system, recruitment, selection, development, and promotion.
4. **Screening Criteria.** Screening criteria are competencies directly linked to key duties outlined in the approved position description. The hiring official determines the minimum number of criteria required for further consideration of an applicant either for purposes of resume screening, interview, and/or final selection.
5. **Crediting Plan.** Crediting plans are used to rate and rank applicants meeting minimum qualification requirements, including any selective placement factors, against the knowledge, skills, and abilities (KSA) identified through the job analysis. The crediting plan includes criteria used to evaluate resumes, interview questions, and scoring methodology for each. The crediting plan is developed and approved prior to receipt of the referral list. The crediting plan, along with any other relevant factors, form the basis for the final selection of a candidate.

Enclosure 2 to Policy 13 – Civilian Personnel Recruitment and Selection (Merit System Principles)

The Merit System Principles <i>Adapted from Title 5, United States Code, Section 2301(b).</i>	
#	Merit System Principle
1	Recruit qualified individuals from all segments of society; conduct fair and open competition; select and advance employees based solely on merit.
2	Treat employees and applicants fairly and equitably, with proper regard for their privacy and constitutional rights.
3	Provide equal pay for work of equal value and recognize excellent performance.
4	Maintain high standards of integrity, conduct, and concern for the public interest.
5	Manage employees efficiently and effectively.
6	Address inadequate performance fairly and decisively and separate poor performers, as appropriate.
7	Educate and train employees to improve individual and organizational performance.
8	Protect employees against favoritism, political coercion and arbitrary action and prohibit abuse of authority.
9	Protect employees against reprisal for the lawful disclosure of information that is reasonably believed to evidence: (1) a violation of any law, rule, or regulation; or (2) mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.



Prohibited Personnel Practices

By law, Federal employees **may not:**

- Discriminate
 - Solicit or consider employment recommendations based on factors other than personal knowledge or records of job related abilities or characteristics
 - Coerce the political activity of any person
 - Deceive or willfully obstruct any person from competing for employment
 - Influence any person to withdraw from job competition
 - Give an unauthorized preference or advantage to improve or injure the prospects of any particular person for employment
 - Engage in nepotism
 - Take or threaten to take a personnel action because of whistleblowing
 - Take or threaten to take a personnel action because of the exercise of a lawful appeal, complaint, or grievance right
 - Discriminate based on personal conduct which does not adversely affect the performance of the employee or other employees
 - Knowingly take or fail to take personnel action in the violation of veteran's preference laws
 - Violate any law, rule or regulation implementing or directly concerning merit system principles
 - Implement or enforce a nondisclosure agreement or policy lacking notification of whistleblower rights
 - Access the medical record of an employee or applicant, as part of, or in furtherance of any of the above-listed prohibitions
-

More information may be obtained from:

U.S. OFFICE OF SPECIAL COUNSEL
1730 M STREET, N.W., SUITE 218
WASHINGTON, DC 20036-4505
www.osc.gov | info@osc.gov

PHONE: (202) 804-7000* | TOLL FREE: 1-800-872-9855*
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Enclosure 4 to Policy 13 – Civilian Personnel Recruitment and Selection (FC Form 4275, United States Army Garrison-Fort Campbell Hiring Request Form) (form can be downloaded at <https://intranet.campbell.army.mil>)

United States Army Garrison - Fort Campbell Hiring Request Form (The proponent for this form is the Garrison Resource Management Office.)		
Tracking Number (reserved for GRMO):	<input style="width: 90%;" type="text"/>	<input type="button" value="Add Attachment"/>
Section I - Unit Information		
1. Directorate:	2. Hiring Official (Last, First, MI):	
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Section II - Position Information		
3. Position Title/Series/Grade:	4. Over-Hire:	5. PCS Requested:
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
6. Number Requested:	7. Position Description #:	8. Has PD Been Validated:
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
9. Type of Appointment Requested:	10. TDA Paragraph and Line Number:	11. AMSCO: (e.g. 131034AO)
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
12. Funding Source to be used:	13. MDEP (e.g. QMIS, QNMG):	14. Vice Name:
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
15. Recruitment Source:	16. New Position:	17. Vice Has Return Rights:
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
18. TDA Used:	19. Exception to Policy:	20. If ETP yes, provide exception, i.e., Hiring Panel:
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>
Section III - Justification		
21. Hiring and exception to policy justification. Provide clear and concise justification to hire and include impact to mission if not approved. Provide a clear and concise justification to support an exception to the current hiring policy and include specific actions taken by the hiring official in reference to the exception.		
Section IV - Certification		
22. Director Signature:	<input style="width: 95%;" type="text"/>	
23. CPAC Signature:	<input style="width: 95%;" type="text"/>	
24. GRMO Manpower Signature (APF) or Financial Management Division (NAF):	<input style="width: 95%;" type="text"/>	
25. GRMO Director Signature (applicable for APF only):	<input style="width: 95%;" type="text"/>	
26. Authorized Approval Authority Signature:	<input style="width: 95%;" type="text"/>	

Enclosure 5 to Policy 13 – Civilian Personnel Recruitment and Selection (Merit Promotion Areas of Consideration)

MERIT PROMOTION COMMON AREAS OF CONSIDERATION	
All Current Federal Employee	Current permanent federal employees
Reinstatement Eligible (former permanent Federal civilian employee)	A former Federal employee in the competitive service who previously attained career status and held the grade of the position being filled (or equivalent), or A former employee with veterans' preference who previously attained career-conditional status and held the grade of the position being filled (or equivalent), or A former Federal career-conditional employee in the competitive service without veterans' preference who separated from Government service within the past three years and held the grade of the position being filled (or equivalent).
Veterans' Employment Opportunity Act Eligible (VEOA)	A preference eligible, or A veteran who separated from the armed forces after 3 or more years of continuous active service performed under honorable conditions
30% or More Disabled Veteran	Retired from active military service with a disability rating of 30% or more; or Received a rating from the Department of Veterans Affairs (VA) dated 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30% or more.
Veteran's Recruitment Authority (VRA)	Served during a war or is in receipt of a campaign badge for service in a campaign or expedition; OR is a disabled veteran, OR is in receipt of an Armed Forces Service Medal (includes the Global War on Terrorism Service Medal) for participation in a military operation, OR is a recently separated veteran (within 3 years of discharge), AND separated under honorable conditions (this means an honorable or general discharge).
Persons with Disabilities	An individual with intellectual disability, a severe physical disability, or a psychiatric disability which has been certified by a licensed medical professional, vocational rehabilitation specialist or any other Federal, State or District of Columbia agency that issues or provides disability benefits.
Executive Order 12721 Eligible	An individual who worked overseas as an appropriated Fund Federal employee while a family member of a civilian, nonappropriated fund, or uniformed service member serving overseas for an accumulated total of 52 weeks and received a fully successful (pass) or better performance appraisal. This appointment eligibility is effective for a period of three years following the date of return from overseas to the United States to reassume residence.
Military Spouse under Executive Order 13473	A spouse of a member of the armed forces serving on active duty who has orders specifying a permanent change of station (not for training). Or A spouse of a 100 percent disabled service member injured while on active duty; or An un-remarried widow or widower of a service member who was killed while performing active duty.
Interchange Agreement	An employee covered by an interchange agreement. Eligibility requirements are explained on-line here .

Enclosure 6 to Policy 13 – Civilian Personnel Recruitment and Selection (Non-Competitive Appointing Authorities)

NON-COMPETITIVE APPOINTING AUTHORITIES DEFINITIONS	
Reassignment	Current permanent federal employee who holds the grade of the position being filled (or equivalent).
Re-promotion	Current permanent federal employee who held the grade of the position being filled (or equivalent).
Reinstatement Eligible (former permanent Federal civilian employee)	A former Federal employee in the competitive service who previously attained career status and held the grade of the position being filled (or equivalent), or A former employee with veterans' preference who previously attained career-conditional status and held the grade of the position being filled (or equivalent), or A former Federal career-conditional employee in the competitive service without veterans' preference who separated from Government service within the past three years and held the grade of the position being filled (or equivalent).
30% or More Disabled Veteran	Retired from active military service with a disability rating of 30% or more; or Received a rating from the Department of Veterans Affairs (VA) dated 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30% or more.
Veteran's Recruitment Authority (VRA)	Served during a war or is in receipt of a campaign badge for service in a campaign or expedition; OR is a disabled veteran, OR is in receipt of an Armed Forces Service Medal (includes the Global War on Terrorism Service Medal) for participation in a military operation, OR is a recently separated veteran (within 3 years of discharge), AND separated under honorable conditions (this means an honorable or general discharge).
Schedule A Persons with Disabilities	An individual with intellectual disability, a severe physical disability, or a psychiatric disability which has been certified by a licensed medical professional, vocational rehabilitation specialist or any other Federal, State or District of Columbia agency that issues or provides disability benefits.
Executive Order 12721 Eligible	An individual who worked overseas as an appropriated Fund Federal employee while a family member of a civilian, nonappropriated fund, or uniformed service member serving overseas, for an accumulated total of 52 weeks and received a fully successful (pass) or better performance appraisal. This appointment eligibility is effective for a period of three years following the date of return from overseas to the United States to reassume residence.
Interchange Agreement	An employee covered by an interchange agreement. Eligibility requirements are explained on-line here .

Enclosure 7 to Policy 13 – Civilian Personnel Recruitment and Selection (Example of Panel Member Resume Review Scoresheet)

Resume Scoring Matrix													
Position Title/Series:				EEO Approval:									
Instructions: Review candidate resume to determine the level of knowledge, skills, abilities, and experience (KSAE) listed below. Score each KSAE using the experience level scores provided to the right.	Not Qualified (No reference in resume)			Minimally Qualified (Resume contains KSAE that is more than five years old and/or lacks depth and/or lacks breadth)		Qualified (Resume contains KSAE that is less than five years old with depth and breadth)		Highly Qualified (Resume contains KSAE that is less than five years old with depth, breadth, and includes achievements and/or outcomes to support KSAE level)					
	0			1		3		5					
Knowledge, Skills, Abilities, and Experience	Candidate Number												
	1	2	3	4	5	6	7	8	9	10	11	12	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	
Total Score:	0	0	0	0	0	0	0	0	0	0	0	0	
Remarks: 													
Hiring Panel Member Name:				Signature:						Date:			

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Enclosure 8 to Policy 13 – Civilian Personnel Recruitment and Selection (Example of Resume Score Consolidation and Best Qualified Order)

Consolidated Resume Scores																							
Position Title/Series:																							
Panel Member Name:		Individual Candidate Resume Scores																					
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
Total Resume Score:		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Instructions: Rank order candidates to determine best qualified for interview. Enter highest resume score and candidate number under Best Qualified Order #1 and continue with next highest resume score under #2 and so forth.	Best Qualified Order																						
	Qualified Order	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
	Candidate																						
	Resume Score																						
Enter candidate number above in order by total score.																							
Identify Candidates to Interview: (Justify any deviation to interview a lower scoring candidate, i.e., internal candidate.)																							
Hiring Official Name:												Signature:										Date:	

Enclosure 9 to Policy 13 – Civilian Personnel Recruitment and Selection (Example of Interview Panel Scoresheet)

Position:		Series/Grade:	
Candidate Name:		Interview Date:	
EEO Review:			
Scoring Criteria: 0 = Did not provide any relevant information in response to question. 1 = Provided some relevant information, but response did not fully answer question. 2 = Provided relevant information that answered the question in basic terms. 3 = Provided complete response to question that reflected in-depth knowledge of subject and confidence while speaking.			
Question 1:			
Remarks:			Score:
Question 2:			
Remarks:			Score:
Question 3:			
Remarks:			Score:

*****Break*****

Question 12:	
Remarks:	Score:
General Comments:	Total Score
Panel Member:	
Signature:	

Enclosure 10 to Policy 13 – Civilian Personnel Recruitment and Selection (Example of Telephonic Reference Check Documentation)

Reference Check			
Contact Information			
Candidate Name:		Hired Position:	
Reference Name:		Date Contacted:	
Type of Reference			
<input type="checkbox"/> Current Supervisor	<input type="checkbox"/> Professional Reference	<input type="checkbox"/> Other (Specify)	
<input type="checkbox"/> Previous Supervisor	<input type="checkbox"/> Personal Reference		
Suggested Questions (Number of questions asked is up to Hiring Official's discretion)			
1. How long employed in organization?			
2. What did you think of his/her work performance?			
3. How did he/she interact with other people on the job?			
4. What are his/her current strengths and weaknesses?			
5. Is he/she dependable?			
6. What is his/her potential to assume greater responsibility?			
7. What is his/her ability to follow instructions?			
8. What degree of supervision is needed for him/her?			
9. What is the quality of work normally submitted?			
10. Does he/she meet suspense dates and/or production numbers?			
11. Open Question:			
12. Open Question:			
Hiring Official:		Signature	

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Enclosure 11 to Policy 13 – Civilian Personnel Recruitment and Selection (Example of Hiring Action Selection Recommendation and Approval)

Candidate Selection								
Position Title/Series:								
Panel Members	Individual Candidate Interview Scores							
	Candidate Name	Candidate Name	Candidate Name	Candidate Name	Candidate Name	Candidate Name	Candidate Name	Candidate Name
Total Interview Score:	0	0	0	0	0	0	0	0
Selection Recommendation								
Selection:					Specific justification must be provided to explain if selection is not the highest scoring candidate from interview or if no alternate is selected.			
1st Alternate:								
2nd Alternate:								
Justification:								
Hiring Official:			Signature:			Date:		
Selection Decision								
<input type="checkbox"/> Approved		<input type="checkbox"/> Disapproved		Reason:				
Approving Official:			Signature:			Date:		

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Enclosure 12 to Policy 13 – Civilian Personnel Recruitment and Selection (Audit Checklist)

USAG Fort Campbell Hiring Action Audit Checklist			
Position Title:		EEO Approval Date:	
Series/Grade:		Referral List Date:	
Hiring Official:		HLR Approval Date:	
Higher Level Reviewer:		Audit Date:	
1. Are all required documents on file? (para 5n)			
a. FC Form 4275.			Yes
b. Position Description.			Yes
c. Job Announcement.			Yes
d. Referral List(s).			Yes
e. Crediting Plan.			Yes
f. Panel Scoresheets and Notes (if applicable).			Yes
g. Reference Checks.			Yes
h. Selection Approval Documentation.			Yes
2. Was the position description validated and submitted with the FC Form 4275 to the DGC for approval? (para 5c(2))			Yes
3. Is the FC Form 4275 approved by all required officials? (para 5c)			Yes
4. Are exceptions to policy identified and justified on the FC Form 4275, blocks 19-21? (para 5c)			Yes
5. Is there documentation to show the crediting plan was approve by EEO prior to receipt of the referral list? (para 5d)			Yes
6. Was the approved crediting plan followed for the hiring action? (para 5g(2), (4), (5) and (6))			Yes
7. Was the composition of the hiring panel correct? (para 5g(3))			Yes
8. Was the same hiring panel used for the entire hiring action? (para 5g(3))			Yes
9. Did the hiring panel review and score all referred candidate resumes? (Not required if all candidates were offered an interview.) (para 5g(4))			Yes
10. Are individual panel member resume scoresheets free of math and other administrative errors? (para 5g(7))			Yes
11. Are pen and ink changes on resume scoresheets initialed by hiring panel members? (para 5g(7))			Yes
12. Are individual resume scoresheets signed and dated by hiring panel members? (para 5g(7))			Yes
13. Is the document used to consolidate resume scores to determine the highest scoring candidates as most qualified free of errors (i.e., transposed numbers, math, etc.)? (para 5g(7))			Yes
14. Was the minimum number of candidates offered an interview? (para 5g(5))			Yes

Enclosure 12 to Policy 13 – Civilian Personnel Recruitment and Selection (Audit Checklist)

15. Is there documentation to support candidates who declined interviews? (para 5g(6))	Yes
16. Do interview scoresheets contain the candidate name and/or assigned number and panel member name on each page? (para 5g(7))	Yes
17. Are individual panel member interview scoresheets free of math or other administrative errors? (para 5g(7))	Yes
18. Are pen and ink changes on interview scoresheets initialed by hiring panel members? (para 5g(7))	Yes
19. Are individual interview scoresheets signed and dated by hiring panel members? (para 5g(7))	Yes
20. Is the document used to consolidate interview scores to determine the candidate selection free of errors (i.e., transposed numbers, math, etc.)? (para 5g(7))	Yes
21. Was two documented reference checks conducted for the primary and all alternate selections with one being the current supervisor? (para 5h)	Yes
22. Did the hiring official's HLR approve the selection(s) in writing? (para 5i(3))	Yes
23. Are deviations from panel member interview scores and the individual selected for the position fully documented and approved by the Director or DGC/GC in writing? (para 5i(1))	Yes
24. Was the selection made within 14 days of receiving the referral list or an extension approved in writing by the DGC in advance? (para 5j)	Yes
Remarks: (Enter item number and description of findings)	
Auditor Digital Signature:	

Enclosure 13 to Policy 13 – Civilian Personnel Recruitment and Selection (Hiring Official Guide)

HIRING OFFICIAL GUIDE

Note: This guide is in sequential order, however, some things may be complete simultaneously.

- Notify CPAC HR Specialist of pending hiring action.
- Initiate discussion with supervisor about recruitment strategy.
 - Entry level, full performance, or career ladder fill.
 - Vacancy announcements (merit promotion or DEU).
 - Special recruiting authorities i.e., DHA.
 - Recruitment incentives.
- Review the PD to ensure it accurately reflects duties required for the position.
 - Submit PD updates through AutoNOA for CPAC Classification action, if necessary.
 - Digitally sign PD validating it is updated.
- Prepare FC Form 4275, blocks 1-21.
 - Identify recruitment strategy and any exception to policy on the form.
 - Attach validated PD to the form.
 - Staff FC Form 4275 through chain of command for signature.
 - Monitor status to ensure it gets signed by all officials and retain copy of approved form.
- Initiate Request for Personnel Action (RPA) in AutoNOA and attach the approved FC Form 4275 and PD.
- Coordinate Job Analysis (JA) and Strategic Recruitment Discussion (SRD) with CPAC HR Specialist.
 - Assist the CPAC HR Specialist in developing the JA. Verify Task Statements and Competencies on JA are directly from the PD and will identify well-qualified applicants during the screening process.
 - Assist the CPAC HR Specialist in developing or revising applicant assessment questions to ensure questions will result in a quality referral list.
 - Work with CPAC HR Specialist to determine type of vacancy announcement, if applicable, to issue.
 - Develop or validate specialized experience statement.
 - Validate special requirements or conditions of employment, e.g., shift work or certifications.
 - Validate recruitment incentives, e.g., recruitment or relocation.
 - Review and approve vacancy announcement in USA Staffing.
 - Obtain copy of job announcement for files once posted.
- Create crediting plan to include criteria used to evaluate resumes, interview questions, and scoring methodology for each.
 - Use knowledge, skills, abilities, and experience required for the position to develop resume scoring criteria.
 - Create situational and/or behavior-based interview questions with a balance between technical and behavior/character questions.
 - Obtain EEO approval of crediting plan before receipt of referral list.

Enclosure 13 to Policy 13 – Civilian Personnel Recruitment and Selection (Hiring Official Guide)

- Identify hiring panel.
 - Must have at least three individuals the same grade or higher and be diverse.
 - One panel member must be assigned to a position outside the supervisory chain of the hiring officials HLR.
- Receive referral list(s)/certificate(s) from CPAC HR Specialist in USA Staffing.
 - Download all referral list(s)/certificate(s) and resumes/cover letters from USA Staffing.
 - Distribute all resumes to hiring panel for independent review and scoring based on approved crediting plan. Ensure panel members sign scoresheets.
 - Consolidate hiring panel resume scores and rank order candidates in ascending order (highest to lowest) to determine the most qualified for interview.
 - Schedule interviews ensuring the minimum number of candidates are offered an interview IAW established policy. Document candidate interview declinations.
- Interview candidates.
 - Panel members ask the same questions, in the same order, and the same way for each candidate.
 - Panel members independently score candidate responses. Ensure panel members sign scoresheets.
 - Retain panel member notes and any other documents used during the interview.
 - Consolidate interview results and determine the best qualified candidate.
- Conduct and document two reference checks for each selected candidate and any alternate candidates after the interview.
 - One reference check must be with the most recent supervisor.
 - If references are not provided on the resume, the hiring official must ask for references during the interview.
 - NAF: Hiring officials will verify previous employment using DA Form 3439 prior to tentative offer.
- Make selection of primary and alternate candidates based on the approved crediting plan and reference checks.
 - Double check all scoresheets for math errors and panel member signatures.
 - Submit recommendation for primary and alternate selections to HLR for approval in writing.
 - Make selections in USA Staffing after approval by HLR in writing and provide mandatory comments for all applicants in the system.
 - Return referral list(s)/certificate(s) with selected candidate and alternates to CPAC HR Specialist in USA Staffing.
- Prepare and submit recruitment incentive packages, if necessary, (e.g., recruitment incentive, advanced in-hire etc.).
- Upon request, provide feedback to all candidates who are within the same directorate and not selected after candidate has accepted final offer.
- Maintain hiring documents for 3 years: approved FC Form 4275, position description, job announcement, referral lists, resumes, the complete approved crediting plan, panel score sheets and notes, reference checks, DA Form 3439 (NAF) and selection approval documentation.