



DEPARTMENT OF THE ARMY  
HEADQUARTERS, III ARMORED CORPS AND FORT CAVAZOS  
1001 761ST TANK BATTALION AVENUE  
FORT CAVAZOS, TEXAS 76544-5000

AFZF-CG

**COMMANDING GENERAL'S  
POLICY LETTER # 20**

**12 SEP 2024**

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recruitment, Relocation, and Retention Incentives Policy

1. References:

a. Assistant Secretary of the Army (Manpower and Reserve Affairs), SAMR, (Matrix of the ASA (M&RA) Delegation of Civilian Human Resources (CHR) Authority, Version 02-2017), 23 October 2017.

b. Title 5, Code of Federal Regulations (CFR) Part 575, Subparts A, B, and C.

c. AG-1CP, DAPE-CPP-SC Memorandum (Recruitment, Relocation, Retention and Enhanced Retention Incentives – Reporting Requirements, 23 June 2016.

d. Department of Defense Instruction (DoDI) 1400.25, Volume 575, Department of Defense (DOD) Civilian Personnel Management System: Recruiting and Relocation Bonuses, Retention Allowances, and Supervisory Differentials, Effective 2 February 2018.

e. Office of Personnel Management (OPM) reference: <https://www.opm.gov/policy-data-oversight/pay-leave/recruitment-relocation-retention-incentives/fact-sheet/relocation-incentives/>.

f. Headquarters, U.S. Army Forces Command, AFPE-HR memorandum, (Commanding General Delegation of Authority 2019-14, Civilian Human Resources (CHR) Authorities), 21 March 2019.

2. Purpose: This memorandum establishes policy, procedures, reporting requirements, and guidance on U.S. Army recruitment, relocation, retention, and enhanced retention incentives in accordance with reference a-c.

3. Applicability: This policy applies to III Armored Corps (IIIAC) Headquarters and command that report directly to IIIAC and to the Civilian personnel hired for positions in the competitive service, to include term and temporary employees, that have appointments for more than six months. This does not apply to employees who are hired for or who are working under positions that are in excepted service.

4. Delegation of Authority. In accordance with reference 1.d., the Assistant Secretary of the Army (Manpower and Reserve Affairs) delegated the authority to approve recruitment, relocation, retention, and enhanced retention incentives to the Administrative Assistant to the Secretary of the Army and commanders/heads of Army commands, Army service component commanders, and direct reporting units. This authority has been further delegated to the HQ FORSCOM Deputy Commanding General, Chief of Staff, HQ Directors, primary and coordinating special staff and principals and their deputies who are general officers or SESs, commanders, major subordinate commands reporting directly to FORSCOM, corps commanders, and division commanders in accordance with reference 1.f.

5. Policy:

a. This policy provides the parameters for implementing the use of recruitment, relocation, and retention incentives. This authority shall be exercised in accordance with reference 1.d. The references also provide implementation instructions and guidance for requesting and approving these incentives. These incentives will be used as a tool for recruiting, relocating, and retaining highly qualified personnel for hard to fill positions.

b. A recruitment, relocation, or retention incentive is made under the terms limitation, and conditions of a written service agreement between IIIAC management and the employee for a specified period of time. The IIIAC Service Agreement enclosed is the approved format.

c. Budget authorizing officials must be fiscally responsible with the government funds when approving the use of incentives to support mission requirements and to meet future staffing requirements.

d. The statement "recruitment, relocation, retention, or enhanced recruitment incentives may be offered" must be added to the vacancy announcement when the incentives are deemed warranted due to previous failed recruitment efforts or several declinations for a specific vacancy.

e. Payment of the 3R (recruitment, relocation, and retention) incentives must be fully documented and supportable. The IIIAC 3R approval forms enclosed are the approved format. These forms document factors used to determine difficulty in filling positions and factors used to set the amount of timing of the payments.

f. Selecting officials should utilize the 3Rs Summary of General Provision (enclosure 1) to determine the eligibility, length of service agreement, and payment method when determining the use of the 3Rs.

6. Reporting Requirements: Authorized 3Rs approving officials will provide HQ FORSCOM, Deputy Chief of Staff, G-1, HRD copies of documentation used to support

AFZF-CG

SUBJECT: Recruitment, Relocation, and Retention Incentives Policy

payment of the recruitment, relocation, or retention incentives quarterly, no later than the 15<sup>th</sup> of the month after each quarter.

7. Expiration: This III Armored Corps and Fort Cavazos policy memorandum will remain in effect until superseded or rescinded.

8. The point of contact for this policy is ACoS, G-1 for III Armored Corps and Fort Cavazos at office phone: (254) 288-2846.



KEVIN D. ADMIRAL  
Lieutenant General, USA  
Commanding

DISTRIBUTION:  
IAW FC Form 1853: A



Recruitment, Relocation, and Retention Incentives

Summary of General Provisions

	Recruitment	Relocation	Retention
Eligibility	<p>Employee newly appointed to a position likely to be difficult to fill in the absence of an incentive.</p> <p>First appointment or following break in service of at least 90 days.</p> <p>After the service agreement is signed, a payment may be made to an employee prior to entering duty.</p>	<p>Current employee who relocates to accept a position in a new geographical area (50 mile rule) likely to be difficult to fill in the absence of an incentive.</p> <p>Relocation may be temporary.</p> <p>Employee must establish residence in the new geographical area before any payment.</p>	<p>Current employee with unusually high or unique qualifications or when there is a special need for the employee's continued service and he or she is likely to leave Federal service in the absence of an incentive.</p>
	<p>Determination to pay the incentive must be made before the employee enters on duty.</p>		
	<p>Employee must have and/or maintain Fully Successful or equivalent performance.</p>		
Service Agreements	<p>At least 6 months but no more than 4 years with Defense Component.</p>		<p>Unless OPM waiver, written agreement not required if paid via biweekly installments- review and certify at least annually.</p>
Payments	<p>Up to 25% of the annual rate of basic pay as the beginning of the service period multiplied by number of years covered by service agreement. Based on critical need, OPM may waive the limitation up to 50% of salary. Total incentive cannot exceed 100% of basic pay as of beginning of service period.</p>		<p>Up to 25% of basic pay earned in the service period preceding payment (up to 10% for group incentive).</p> <p>Based upon a critical need, OPM may waive limitation up to 50% of salary.</p>
Payment Method	<p>At the beginning or end of the service period or in lump sum installments</p>		<p>At the end of a full service period or after completion of specified periods of service.</p>



**III ARMORED CORPS  
RETENTION INCENTIVE SERVICE AGREEMENT**

Chapter 57, subchapter IV, of title 5, United States Code (U.S.C.), and part 575 of title 5, Code of Federal Regulations (CFR), establish the conditions for, and authorize the payment of, recruitment, relocation, and retention incentives to Federal employees as defined in 5 CFR 575.102. Use of this authority in no way constitutes a right, promise, or entitlement for continued employment or noncompetitive conversion to the competitive service.

NAME					SSN		
POSITION TITLE, PAY PLAN, SERIES, GRADE							
EMPLOYING ORGANIZATION							
<b>PERIOD OF SERVICE</b>							
Length of Service Period:			Begin Date:			End Date:	
Percentage of Pay		Annual Salary		Total Incentive Amount		Number of Payments	
<i>Payment Schedule payments paid upon completion of service for pay period ending</i>							
Biweekly Payments *		Installment 1		Installment 2		Installment 3	
Beginning PPE Date		Pay Period End Date		Pay Period End Date		Pay Period End Date	
Ending PPE Date		Percentage		Percentage		Percentage	
Percentage		Amount		Amount		Amount	
Amount							

In return for the Employing Organization making the aforementioned payment(s) I agree to the following:

1. The service agreement period is \_\_\_\_\_ year(s).
2. My agreement period starts and ends as described above.
3. Periods of non-pay status (Leave without pay, furlough etc will extend the service period day for day, with the exception of non-pay status due to military service or workman's compensation).
4. This agreement must be terminated if I am demoted or separated for cause, receives a rating of record of less than "Fully Successful" or equivalent, voluntarily leave the organization or otherwise fail to fulfill the following terms of this service agreement.
5. If this agreement is terminated on the grounds described in paragraph 4 above, I am entitled to retain incentive payments previously paid that are attributable to the completed portion of the service period; however, if I received incentive payments that are less than the amount attributable to the completed portion of the service period, the agency is not obligated to pay any additional amounts attributable to the completed service.
6. This agreement may be terminated by an authorized management official before I complete the agreed-upon service based solely on the management needs of the agency, such as when my position is affected by a reduction in force, when there are insufficient funds to continue the planned incentive payments, when conditions no longer warrant payment at the level originally approved or at all, or when

Enclosure 1B Cont.



**III ARMORED CORPS  
RETENTION INCENTIVE SERVICE AGREEMENT**

---

the agency assigns me to a position outside the coverage of this agreement. If the agreement is terminated based solely on a management need, I am entitled to retain any retention incentive payments that are attributable to the completed service and to receive any portion of a retention owed by the agency for completed service.

7. A decision to terminate the service agreement may not be grieved or appealed.

"This information is subject to the Privacy Act of 1974, as amended."

\_\_\_\_\_  
EMPLOYEE SIGNATURE

\_\_\_\_\_  
DATE

I certify that I have discussed the conditions of this Retention Incentive with this employee.

\_\_\_\_\_  
SUPERVISOR PRINTED NAME

\_\_\_\_\_  
SUPERVISOR SIGNATURE

\_\_\_\_\_  
DATE



**III ARMORED CORPS  
RECRUITMENT OR RELOCATION INCENTIVE SERVICE AGREEMENT**

Chapter 57, subchapter IV, of title 5, United States Code (U.S.C.), and part 575 of title 5, Code of Federal Regulations (CFR), establish the conditions for, and authorize the payment of, recruitment, relocation, and retention incentives to Federal employees as defined in 5 CFR 575.102. Use of this authority in no way constitutes a right, promise, or entitlement for continued employment or noncompetitive conversion to the competitive service.

NAME		SSN	
POSITION TITLE, PAY PLAN, SERIES, GRADE			
EMPLOYING ORGANIZATION			
<b>PERIOD OF SERVICE</b>			
Length of Service Period:		Begin Date:	End Date:
Percentage of Pay	Annual Salary	Total Incentive Amount	Number of Payments
<b>Payment Schedule</b>			
Lump Sum Payment		Installment 1	Installment 2
Date		Date	
Percentage		Percentage	
Amount		Amount	

I understand that:

a. As a condition of accepting incentive payment, I hereby agree to remain as an employee of the Employing Organization and position specified above no less than time represented in the Service Agreement above, beginning with the effective date of my appointment or relocation, unless the agreement is terminated sooner under following described conditions:

(1) If my employment in the position show above is terminated during the period of the agreement at the convenience of the government, I will be entitled to retain the entire incentive.

(2) If my employment in the position shown above is terminated during the period of the agreement at my request, or as a result of misconduct or delinquency, I will be required to repay the incentive on a pro rata basis to the Employing Organization. The amount to be repaid shall be determined by providing credit for each full month of employment completed under this agreement. I understand that under such circumstances these monies are recoverable from me as a debt due to the United States Government. The approving official may waive repayment if it is determined that a waiver is advantageous to the Government.

b. The incentive is not considered basic pay for computing overtime, retirement, insurance entitlement, or other benefits based on basic pay.

c. This agreement does not in any way commit the Government to continue my employment until the ending date specified above.

"This information is subject to the Privacy Act of 1974, as amended."

Enclosure 1C Cont.



**III ARMORED CORPS  
RECRUITMENT OR RELOCATION INCENTIVE SERVICE AGREEMENT**

---

\_\_\_\_\_  
EMPLOYEE SIGNATURE

\_\_\_\_\_  
DATE

I certify that I have discussed the conditions of the Incentive with this employee.

\_\_\_\_\_  
SUPERVISOR PRINTED NAME

\_\_\_\_\_  
SUPERVISOR SIGNATURE

\_\_\_\_\_  
DATE





**III ARMORED CORPS  
REQUEST FOR APPROVAL  
RETENTION INCENTIVE**

I. Employee and Retention Incentive Information							
Name:				SSN (LAST 4):			
Position Title:				Pay Plan/Series/Grade:			
Employing Organization:				Location:			
Annual Rate of Basic Pay:		Percentage of Pay:		Total Incentive Amount:		Service Period:	
Biweekly Payments *		Installment 1		Installment 2		Installment 3	
Begin Date		Date		Date		Date	
End Date		Percentage		Percentage		Percentage	
Percentage		Amount		Amount		Amount	
Amount		Initial Determination		Annual Reassessment			
II. Type of Retention Incentive							
<p>a. High or unique qualifications of the employee or a special need of the agency to retain employee AND that employee would be likely to leave Federal service in the absence of an incentive. (Describe the employee's high or unique qualifications or special need to retain the employee and reason why employee is likely to leave the Federal service) below.</p>							
<p>b. Essential to retain the services of the employee during a period of time prior to base closure or organizational relocation AND the employee is likely to leave for a different position in the Federal service in the absence of a retention incentive. Describe why it is essential to retain the services of the employee, the name of the agency the employee is likely to leave for effective date of the relocation or base closure.</p>							
III. Criteria Used to Determine Necessity, Amount, Length of Service Period and Timing of Payments							
<p>a. For each retention incentive authorized, an agency must document in writing the basis for determining that the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services makes it essential to retain the employee and that the employee would be likely to leave the organization in the absence of a retention incentive. An agency may make this determination based on a consideration of the factors listed in 5 CFR 575.306(b). In addition, an agency must document in writing the basis for determining the amount and timing of the incentive payments and the length of the service period. The authorized agency official must review and approve the retention incentive determination before the agency pays the incentive to the employee. (Check all that apply) <i>Narrative description of each pertinent factor is required in block IIIb.</i></p>							
Check	Factor			Check	Factor		
	The success of recent efforts to recruit suitable candidates for the position or similar positions, including such indicators as offer acceptance rates, the proportion of positions filled, and the length of time required to fill this or similar positions.						
	Recent turnover in the same or similar positions.						
	Employment trends and/or labor market factors that affect or may affect the ability to recruit for similar positions;						
	Special or unique competencies required for the position;						
	Agency efforts to use non-pay authorities, such as special training and work scheduling flexibilities to resolve difficulties alone or in combination with a recruitment or relocation incentive.						
	The desirability of the duties, work or organizational environment, or geographic location of the position;						
	Salaries typically paid outside the Federal government for similar positions						
	The importance/criticality of the position and the effect on the organization if the employee were to leave;						

Enclosure 1D Cont.



**III ARMORED CORPS  
REQUEST FOR APPROVAL  
RETENTION INCENTIVE**

<b>b. Narrative Description of Factors Used to Determine the Position is Likely to be Difficult to Fill</b>

<b>IV. Approval/Disapproval</b>			
<b>Nominating Official (1<sup>st</sup> Line Supervisor)</b>			
Name/Title		Signature	Date
<b>Funds Certification (I hereby certify Funds are Available)</b>			
Name/Title		Signature	Date
<b>Approving Official</b>			
Name/Title		Signature:	Date
Approved	Disapproved	Reason for Disapproval:	

\*Biweekly installments at the full retention incentive percentage rate are not authorized to an employee likely to leave for another position in the Federal government.



**III ARMORED CORPS  
REQUEST FOR APPROVAL  
RECRUITMENT OR RELOCATION INCENTIVE**

I. Employee and Recruitment or Relocation Incentive Information							
Name:				SSN (LAST 4):			
Position Title:				Pay Plan/Series/Grade:			
Employing Organization:				Location:			
Annual Rate of Basic Pay:		Percentage of Pay:		Total Incentive Amount:		Service Period:	
Type of Incentive	Recruitment	Relocation	Payment Type:		Lump Sum	Installments	
Installment 1 or Lump Sum		Installment 2		Installment 3		Installment 4	
Date	Date	Date	Date	Date	Date	Date	Date
Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
II. Factors for Determining when a position is likely to be difficult to fill							
<p>a. Before the employee enters on duty in the position for which recruited, or in the position in the new geographic area, the employing organization must determine that, in the absence of a recruitment or relocation incentive (as applicable), the employing organization would encounter difficulty in filling the position. The employing organization has determined that this position is likely to be difficult to fill or would have difficulty recruiting candidates with the competencies required for the position in the absence of a recruitment or relocation incentive based on the following factor(s) (Check all that apply) fact that OPM has approved the use of a direct-hire authority applicable to the position or on a consideration of the following factors: <i>Narrative description of each pertinent factor is required in block IIb.</i></p>							
Check	Factor			Check	Factor		
	The success of recent efforts to recruit suitable candidates for the position or similar positions, including such indicators as offer acceptance rates, the proportion of positions filled, and the length of time required to fill this or similar positions.				Agency efforts to use non-pay authorities, such as special training and work scheduling flexibilities to resolve difficulties alone or in combination with a recruitment or relocation incentive.		
	Recent turnover in the same or similar positions.				The desirability of the duties, work or organizational environment, or geographic location of the position;		
	Employment trends and/or labor market factors that affect or may affect the ability to recruit for similar positions;				Salaries typically paid outside the Federal government for similar positions		
	Special or unique competencies required for the position				OPM has approved the use of a direct-hire authority applicable to the position		
	Other factors						
<p>b. Narrative Description of Factors Used to Determine the Position is Likely to be Difficult to Fill</p>							



**III ARMORED CORPS  
REQUEST FOR APPROVAL  
RECRUITMENT OR RELOCATION INCENTIVE**

III. Criteria Used to Determine Amount of Recruitment or Relocation Incentive and Length of Service Agreement			
a. The criteria (basis) used to determine the amount of the Recruitment or Relocation Incentive must be documented in writing. Please check all the criteria used to determine the amount of the payment and length of the agreement. Narrative description of each criterion used is required in block IIIb.			
Check	Amount of Incentive	Check	Length of Service Agreement
<input type="checkbox"/>	The severity of the recruiting problem;	<input type="checkbox"/>	The length of service of the employee with the organization;
<input type="checkbox"/>	The importance/criticality of the position to be filled and the effect on the agency if it is not filled or if there is a delay in filling it;	<input type="checkbox"/>	The importance/criticality of the position and the effect on the organization if the employee were to leave;
<input type="checkbox"/>	The extent of the individual's past training and experience that serves to qualify him/her for the position;	<input type="checkbox"/>	The importance/criticality of the position to be filled and the effect on the agency if it is not filled or if there is a delay in filling it;
<input type="checkbox"/>	Current salary of the candidate; Salary documented in a competing job offer; or Salary levels reported in published salary surveys for comparable non-Federal positions	<input type="checkbox"/>	The projected cost of recruitment and training associated with replacement of the employee;
<input type="checkbox"/>	The disparity in cost of living between the candidate's current residence and the proposed duty station;	<input type="checkbox"/>	
<input type="checkbox"/>	The projected cost of further recruitment effort if the candidate does not accept the position;	<input type="checkbox"/>	
<input type="checkbox"/>	Budget availability	<input type="checkbox"/>	
b. Narrative Description of Criteria Used to Determine (1) Amount of Recruitment or Relocation Incentive and (2) Length of Service Agreement – Both aspects must be addressed.			
IV. Approval/Disapproval			
Nominating Official (1 <sup>st</sup> Line Supervisor)			
Name/Title		Signature	Date
Funds Certification (I hereby certify Funds are Available)			
Name/Title		Signature	Date
Approving Official			
Name/Title		Signature:	Date
Approved	<input type="checkbox"/>	Disapproved	<input type="checkbox"/>
Reason for Disapproval:			