



**DEPARTMENT OF THE ARMY
U.S. ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON - FORT HUACHUCA
2837 BOYD AVENUE
FORT HUACHUCA, ARIZONA 85613-7000**

AMIM-HUG-ZA (690)

30 Nov 2021

MEMORANDUM FOR United States Garrison (USAG) Army Fort Huachuca Workforce

SUBJECT: POLICY 21-71 - USAG Fort Huachuca Civilian Hiring Policy

1. References:

a. HQ AMC, AMPE-F, Command Policy Memorandum – Improving Civilian Hiring, Dated 16 November 2020.

b. HQ IMCOM, AMIM-HRC-S, Command Policy #27 – Improving Civilian Hiring, Dated 1 February 2021.

c. HQ IMCOM, IMHR-C, IMCOM Civilian Succession Management, Dated 12 September 2017.

d. IMCOM Directorate – Training, AMIM-TRN-HR (Memorandum, SUBJECT: IMCOM Directorate - Training Policy # 12 – Improving Civilian Hiring), dated 16 April 2021 /Updated 12 Oct 21

2. Purpose: This policy establishes the selection approval authority and operating procedures for the recruitment and selection of all appropriated fund (APF) and non-appropriated fund (NAF) garrison positions.

3. Policy: People constitute the heart of our organization. Fostering a cohesive environment of mutual respect and dignity based on the Army values in order to ensure successful mission accomplishments. I fully support the merit system principles and am committed to the widest possible competition in filling positions within USAG Fort Huachuca. In support of this goal, selecting officials will adhere to the following standards:

a. Garrison leaders with personnel authority (authority to take, direct others to take, recommend, or approve any personnel action) must observe merit system principles and not commit prohibited personnel practices (Enclosure 1). Any official who commits a prohibited personnel action is subject to disciplinary action.

b. Garrison leaders will adhere to the civilian hiring process and merit system principles, and will avoid prohibited personnel practices. (Enclosure 1)

(1) This garrison hiring policy is an inspectable item during the Garrison Command Inspection Program.

(2) The GC or DGC will chair, at a minimum, a monthly a hiring meeting with Garrison civilian leaders and CPAC staffing specialists to review hiring actions, discuss hiring strategies/timelines and develop/implement action plans to address hiring issues.

(3) A mandatory hiring focused training session is an annual requirement for all supervisors. The DGC will lead the training with assistance as needed from the servicing CPAC.

c. All approving officials' decisions are based on a holistic review of the results from candidates' résumé review scores, interview scores and reference checks.

d. Selecting officials (SO) may assign a resume and interview panel for all supervisory positions. Selecting officials will also develop an evaluation matrix to highlight the position-related criteria used by the resume and interview panels. (See Enclosure 2 for details)

e. Selection approval authority for garrison positions is as follows:

ID-T Garrison Positions	Approval Authority
ID-T (Tier 1 & 2) DGCs	ID-T Director
Management and Control Offices, Directorates, and Installation Support Offices leadership positions, and all other GS15 (or equivalent) positions	ID-T Director
GS14 and GS13 (or equivalent) positions not mentioned above	Garrison Commander (GC)
GS12 and below (or equivalent) positions	Supervisor of Selecting Official (SO)

4. Procedures: Execution guidance for recruitment of USAG Fort Huachuca garrison positions is provided in the attached enclosures. This includes a checklist of required actions (Enclosure 3) and a sample selection memo (Enclosure 4). Additionally, follow any specific hiring guidance established for groups of positions such as Equal

AMIM-HUG-ZA (690)

SUBJECT: POLICY 21-71 - USAG Fort Huachuca Civilian Hiring Policy

Employment Opportunity supervisors, Attorneys, and Sexual Harassment and Assault Response Program (SHARP) positions.

5. To the extent the civilian hiring policy developed impacts bargaining unit employees' conditions of employment, commands and activities will fulfill applicable labor relations obligations.

6. Point of contact for this action is the Deputy to the Garrison Commander at (520) 533-1178.

A handwritten signature in black ink, appearing to read "Jarrod Moreland". The signature is fluid and cursive, with the first name "Jarrod" being more prominent than the last name "Moreland".

JARROD MORELAND
Colonel, MI
Commanding

Enclosure 1 to Policy 21-71 – Merit System Principles and Prohibited Personnel Practices

Merit System Principles (5 USC § 2301)

1. Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge and skills, after fair and open competition which assures that all receive equal opportunity.
2. All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
3. Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance.
4. All employees should maintain high standards of integrity, conduct, and concern for the public interest.
5. The Federal work force should be used efficiently and effectively.
6. Employees should be retained on the basis of adequacy of their performance, inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards.
7. Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance.
8. Employees should be--
 - A. protected against arbitrary action, personal favoritism, or coercion for partisan political purposes, and
 - B. prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for election.
9. Employees should be protected against reprisal for the lawful disclosure of information which the employees reasonably believe evidences--
 - A. a violation of any law, rule, or regulation, or
 - B. mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.

Retrieved on 30 April 2021 from: <https://www.mspb.gov/meritsystemsprinciples.htm>.

Prohibited Personnel Practices (5 USC § 2302(b))

Enclosure 1 to Policy 21-71 – Merit System Principles and Prohibited Personnel Practices

Any employee who has authority to take, direct others to take, recommend, or approve any personnel action, shall not, with respect to such authority—

1. discriminate for or against any employee or applicant for employment—

A. on the basis of race, color, religion, sex, or national origin, as prohibited under section 717 of the Civil Rights Act of 1964 (42 U.S.C. 2000e—16);

B. on the basis of age, as prohibited under sections 12 and 15 of the Age Discrimination in Employment Act of 1967 (29 U.S.C. 631, 633a);

C. on the basis of sex, as prohibited under section 6(d) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206 (d));

D. on the basis of handicapping condition, as prohibited under section 501 of the Rehabilitation Act of 1973 (29 U.S.C. 791); or

E. on the basis of marital status or political affiliation, as prohibited under any law, rule, or regulation;

2. solicit or consider any recommendation or statement, oral or written, with respect to any individual who requests or is under consideration for any personnel action unless such recommendation or statement is based on the personal knowledge or records of the person furnishing it and consists of—

A. an evaluation of the work performance, ability, aptitude, or general qualifications of such individual; or

B. an evaluation of the character, loyalty, or suitability of such individual;

3. coerce the political activity of any person (including the providing of any political contribution or service), or take any action against any employee or applicant for employment as a reprisal for the refusal of any person to engage in such political activity;

4. deceive or willfully obstruct any person with respect to such person's right to compete for employment;

5. influence any person to withdraw from competition for any position for the purpose of improving or injuring the prospects of any other person for employment;

6. grant any preference or advantage not authorized by law, rule, or regulation to any employee or applicant for employment (including defining the scope or manner of competition or the requirements for any position) for the purpose of improving or injuring the prospects of any particular person for employment;

7. appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in or to a civilian position any individual who is a relative (as defined in section 3110 (a)(3) of this title) of such employee if such position is in the agency in which such employee is serving as a public official (as defined in section 3110 (a)(2) of this title) or over which such employee exercises jurisdiction or control as such an official;

Enclosure 1 to Policy 21-71 – Merit System Principles and Prohibited Personnel Practices

8. take or fail to take, or threaten to take or fail to take, a personnel action with respect to any employee or applicant for employment because of—

A. any disclosure of information by an employee or applicant which the employee or applicant reasonably believes evidences—

- i. a violation of any law, rule, or regulation, or**
- ii. gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, if such disclosure is not specifically prohibited by law and if such information is not specifically required by Executive order to be kept secret in the interest of national defense or the conduct of foreign affairs; or**

B. any disclosure to the Special Counsel, or to the Inspector General of an agency or another employee designated by the head of the agency to receive such disclosures, of information which the employee or applicant reasonably believes evidences—

- i. a violation of any law, rule, or regulation, or**
- ii. gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety;**

9. take or fail to take, or threaten to take or fail to take, any personnel action against any employee or applicant for employment because of—

A. the exercise of any appeal, complaint, or grievance right granted by any law, rule, or regulation—

- (i) with regard to remedying a violation of paragraph (8); or**
- (ii) other than with regard to remedying a violation of paragraph (8);**

B. testifying for or otherwise lawfully assisting any individual in the exercise of any right referred to in subparagraph (A);

C. cooperating with or disclosing information to the Inspector General of an agency, or the Special Counsel, in accordance with applicable provisions of law; or

D. for refusing to obey an order that would require the individual to violate a law;

10. discriminate for or against any employee or applicant for employment on the basis of conduct which does not adversely affect the performance of the employee or applicant or the performance of others; except that nothing in this paragraph shall prohibit an agency from taking into account in determining suitability or fitness any conviction of the employee or applicant for any crime under the laws of any State, of the District of Columbia, or of the United States;

11.

A. knowingly take, recommend, or approve any personnel action if the taking of such action would violate a veterans' preference requirement; or

Enclosure 1 to Policy 21-71 – Merit System Principles and Prohibited Personnel Practices

B. knowingly fail to take, recommend, or approve any personnel action if the failure to take such action would violate a veterans' preference requirement;

12. take or fail to take any other personnel action if the taking of or failure to take such action violates any law, rule, or regulation implementing, or directly concerning, the merit system principles contained in section 2301 of this title; or

13. implement or enforce any nondisclosure policy, form, or agreement, if such policy, form, or agreement does not contain the following statement: "These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling."

14. access the medical record of another employee or an applicant for employment as a part of, or otherwise in furtherance of, any conduct described in paragraphs (1) through (13).

This subsection shall not be construed to authorize the withholding of information from Congress or the taking of any personnel action against an employee who discloses information to Congress. For purposes of paragraph (8), (i) any presumption relating to the performance of a duty by an employee whose conduct is the subject of a disclosure as defined under subsection (a)(2)(D) may be rebutted by substantial evidence, and (ii) a determination as to whether an employee or applicant reasonably believes that such employee or applicant has disclosed information that evidences any violation of law, rule, regulation, gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety shall be made by determining whether a disinterested observer with knowledge of the essential facts known to and readily ascertainable by the employee or applicant could reasonably conclude that the actions of the Government evidence such violations, mismanagement, waste, abuse, or danger.

Retrieved on 30 April 2021 from: <https://www.mspb.gov/ppp/ppp.htm>

Enclosure 2 to Policy 21-71 - Civilian Hiring Process for Garrison Positions

1. Hiring process for all ID-T Deputy to the Garrison Commander (DGC) positions being filled competitively will comply with IMCOM Command Policy #27 (Ref 1b.), IMCOM Directorate - Training Policy #12 – Improving Civilian Hiring (Ref. 1d), and the following guidelines:

Selection Approval Authority:	ID-T Director
Selecting Official:	Garrison Commander (GC)
Panel Co-Chairs:	ID-T Deputy Director (DD) and Garrison Commander (GC)
Hiring Panel Requirements and Composition:	Résumé and interview panels are mandatory for DGC positions IAW Ref. 1b.
	Hiring panels must have 5 Panel Members
	Each of the 5 members must be equal or senior in grade to position being filled
	Hiring panel membership must reflect diversity to include both race and gender diversity.
	Hiring panels must include the panel co-chairs and the Installation Support Team (IST) Chief.
	Hiring panel membership will have 2 external panel members. External panel members are defined as members not assigned within ID-T or the hiring installation. <i>Example panel:</i> 1. *ID-T Deputy Director 2. *Garrison Commander 3. *ID-T Installation Support Team (IST) Chief 4. External Panel Member (i.e. ID-R, ID-S, etc) 5. External Panel Member (i.e. ID-R, ID-S, etc) * Specific Position Required to be Panel Member
Interview panel may include the same members as the résumé review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.	
Hiring Panel Coordination:	ID-T HR will coordinate hiring panels with the DD, ID-T Equal Employment Opportunity (EEO) Manager, and the IST Chief.
Hiring Panel Documentation:	ID-T HR will provide standard résumé review criteria, interview questions, and scoring guidelines to GC. Any requested changes require coordination through ID-T HR to the ID-T DD.
Hiring Panel Results:	Hiring panel members will be given instructions to provide résumé and interview scoring results to ID-T HR who will record results from both panels and provide to co-chairs.
Hiring Panel EEO Support:	ID-T EEO will brief interview panel members prior to beginning the candidate interviews.
Hiring Panel Resume Review:	Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.

Enclosure 2: Civilian Hiring Process for Garrison DGC Positions

Hiring Panel Interviews:	ID-T HR will coordinate with the ID-T Executive Officer and/or Executive Assistant to schedule interviews.
Reference Checks:	The GC will conduct reference checks for at least the top two candidates and document the results in a memorandum for record to be maintained by the selecting official.
Recommended Selection:	<p>The GC will submit to ID-T HR a selection recommendation memorandum addressed to the ID-T Director for approval (Sample at Appendix A). Supporting documents are maintained at ID-T HR and are not required to be submitted with the recommendation memorandum.</p> <p>Management officials and/or panel members <i>WILL NOT ALERT</i> a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC.</p> <p>However, it is <i>mandatory</i> for the selecting official to provide feedback on non-selection to all internal applicants (ID-T) who are interviewed for ID-T Garrison positions but not selected for a vacancy. The selecting official will provide this feedback after the acceptance of a final job offer by the selectee.</p>
Final Interviews:	ID-T HR will coordinate scheduling interviews of at least the top two (primary and alternate) selectees with the ID-T Director. At the conclusion of the interviews, the ID-T Director will make a final decision and ID-T HR will submit the selection package to HQ IMCOM for review and/or approval IAW ref 1c.
Selection in USA Staffing:	Upon HQ IMCOM review and/or approval, the ID-T HR will provide the GC the results and ID-T HR will submit the selection with documentation in USA Staffing.
Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.

Enclosure 2: Civilian Hiring Process for Garrison Positions

2. Hiring Process for ID-T Garrison Directorate, Garrison Management and Control Office, Installation Support Office Leadership Positions will comply with IMCOM Command Policy #27 – Improving Civilian Recruitment and Hiring (Ref. 1b) and the following guidelines:

Selection Approval Authority:	ID-T Director
Selecting Official:	Garrison Commander (GC) or Deputy Garrison Commander (DGC) (if delegated in writing from the GC). No further delegation is authorized.
Panel Chair:	GC or DGC (if delegated in writing from the GC). No further delegation is authorized.
Required Coordination:	Garrisons will notify ID-T HR and their assigned Installation Support Team (IST) Specialist immediately upon learning of a known or projected vacancy The selecting official must obtain ID-T approval through the IST Chief or HR Chief for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria <i>prior</i> to approving the position recruitment and initiating a hiring action with the servicing Civilian Personnel Advisory Center (CPAC).
Hiring Panel Requirements and Composition:	Résumé and Interview Panels are mandatory for these positions IAW Ref 1b. Hiring panels will be developed in coordination with an EEO Manager and the garrison's assigned ID-T IST Specialist who will serve as advisors through the recruitment and selection process. Each hiring panel must have 3 or 5 panel members Each of the 5 panel members must be equal or senior in grade to position being filled Hiring panel membership must reflect diversity to include both race and gender diversity. Résumé and interview panels must include an Installation Support Team (IST) member or an ID-T Functional Team Member. Both résumé and interview panels will have a majority of external panel members. External panel members are defined as members not assigned within ID-T or the hiring installation. <i>3 Member panel:</i> 1. * Garrison Commander/DGC 2. *ID-T IST or functional Panel Member 3. External Panel Member (ie. Outside ID-T) <i>5 Member panel:</i> 1. Garrison Commander/DGC 2. *ID-T IST or functional Panel Member 3. External Panel Member (ie. Outside ID-T) 4. External Panel Member (ie. Outside ID-T) 5. Panel Member * Specific Position Required to be Panel Member

Enclosure 2: Civilian Hiring Process for Garrison Positions

	Interview panel may include the same members as the résumé review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.
	Hiring panel members will evaluate candidates' résumés using a written crediting plan (résumé review criteria) and interview questions, to include scoring criteria that reflects the competencies required for the position.
	Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.
EEO Support:	The Garrison EEO must review and approve the interview questions and brief the interview panel members prior to beginning the candidate interviews. The EEO will not be considered a panel member.
Reference Checks:	The panel chair will conduct reference checks for at least the top two candidates and document the results in a memorandum for record to be maintained by the hiring official.
Selection:	The panel chair will submit a selection recommendation memorandum addressed to the ID-T Director for approval (Sample at Appendix A) with supporting documentation as listed on the checklist at Appendix B. Selection recommendation packages will be submitted (handed off) as a Private Task to the ID-T/Task Manager through the Task Management Tool (TMT).
	Management officials and/or panel members <u>WILL NOT ALERT</u> a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC.
	However, it is <i>mandatory</i> for the selecting official to provide feedback on non-selection to all internal applicants (ID-T) who are interviewed for ID-T Garrison positions but not selected for a vacancy. The selecting official will provide this feedback after the acceptance of a final job offer by the selectee.
	Upon selection approval, the selection approval memorandum will be provided to the selecting official to submit when entering the selection in USA Staffing
Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.

Enclosure 2: Civilian Hiring Process for Garrison Positions

3. Hiring Process for all Garrison positions not listed in paragraphs 1 or 2 of this enclosure will comply with Policy 21-71 USAG Fort Huachuca Civilian Hiring, and the following guidelines:

Selection Approval Authority:	Garrison Commander for GS14 and GS13 (or equivalent) positions not listed at Appendix C or paragraphs 1 or 2 of this enclosure. No further delegation is authorized.
	Supervisor of Selecting Official for GS12 and below positions not listed in paragraphs 1 or 2 of this enclosure. No further delegation is authorized. Examples: <ul style="list-style-type: none"> • Selecting Official is a GS12 Supervisor - the selection approval authority is the Supervisor of the GS12; • Selecting Official is a GS11 Supervisor - the selection approval authority is the Supervisor of the GS11.
Selecting Official:	The selecting official is the supervisor of the position being hired. No further delegation is authorized.
Panel Chair:	The selecting official will serve as the panel chair. No further delegation is authorized.
Required Coordination:	The selecting official will notify the Selection Approval Authority immediately upon learning of a known or projected vacancy
	The selecting official must obtain approval from the Selection Approval Authority for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria <i>prior</i> to approving the position recruitment and initiating a hiring action with the servicing Civilian Personnel Advisory Center (CPAC).
Non-Competitive Hiring:	Non-supervisory GS12 and below only. Must be approved by the Selection Approval Authority prior to initiating a hiring action with the servicing CPAC. The request must include the justification for non-competitive selection and the résumé and documentation of non-competitive eligibility for the proposed selectee.
Hiring Panel Requirements and Composition:	Résumé and interview panels are mandatory for all supervisory GS11 and above or equivalent positions. For all other Garrison positions (not listed in paragraphs 1 or 2 of this enclosure) the Selection Approval Authority will determine if panels are required.
	Hiring panels will be developed in coordination with an EEO Manager. EEO and CPAC will serve as advisors through the recruitment and selection process.
	Each hiring panel must have 3 panel members
	Each of the 3 hiring panel members must be equal or senior in grade to position being filled
	Hiring panel membership must reflect diversity to include both race and gender diversity.

Enclosure 2: Hiring Process for Garrison Positions

	<p>Hiring panels must include the selecting official.</p> <p>Hiring panels will have 1 external panel member. External panel members are defined as being external to the installation (to include Garrison, mission, and tenants assigned to installation).</p> <p>Example panel: 1. *Selecting Official 2. External Panel Member (i.e. DPTMS position – panel member will be assigned outside of the installation) 3. Panel Member</p> <p>* Specific Position Required to be Panel Member</p> <p>Interview panel may include the same members as the résumé review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.</p> <p>Hiring panel members will evaluate candidates' résumés using a written crediting plan (résumé review criteria) and interview questions, to include scoring criteria that reflects the competencies required for the position.</p> <p>Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.</p>
EEO Support:	<p>The Garrison EEO must review and approve the interview questions and brief interview panel members prior to beginning candidate interviews. The EEO will not be considered a panel member.</p>
Reference Checks:	<p>The panel chair will conduct reference checks for at least the top two candidates and document the results in a memorandum for record to be maintained by the hiring official.</p>
Selection:	<p>The panel chair will submit a selection recommendation memorandum addressed to the Selection Approval Authority (Sample at Appendix A) with supporting documentation as listed on the checklist at Appendix B.</p> <p>Management officials and/or panel members WILL NOT ALERT a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC.</p> <p>If requested, all candidates who are interviewed but are not selected will be directed to CPAC for any questions or concerns about their selection or non-selection.</p> <p>However, it is mandatory for the selecting official to provide feedback on non-selection to all internal applicants (ID-T) who are interviewed for ID-T Garrison positions but not selected for a vacancy. The selecting official will provide this feedback after the acceptance of a final job offer by the selectee.</p> <p>Upon receiving approval by the Selection Approval Authority, the selecting official will submit the selection with documentation in USA Staffing.</p>

Enclosure 2: Civilian Hiring Process for Garrison Positions

Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.
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Enclosure: 3 to Policy 21-71 – Hiring Packet Checklist*

POSITION INFORMATION	
Job Title:	Pay Plan-Series-Grade
Supervisor Name and Email:	TDA Para/Ln:

HIRING CHECKLIST:

- Selection Recommendation Memorandum that includes:
 - Dates of announcement
 - Number of candidates referred by CPAC
 - Names and titles of résumé and interview panel members
 - Number of candidates identified for interview
 - Reference check discussion competencies Primary and Alternate selections with merit based reason for selection
- Résumé for all interviewed candidates
- Consolidated scoring matrix that includes each panel member's scores for each interview question and each factor for the resume review criteria.
- Interview questions with scoring criteria
- Résumé review scoring criteria
- Documentation of approval from the IST Chief or HR Chief (for all positions where the ID-T Director is the Approval authority) for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria
- Documentation of approval from by the Selection Approval Authority for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria prior to approving the position recruitment and initiating a hiring action with CPAC
- If DGC is Selecting Official, delegation in writing from GC.
- Referral list/s
- Vacancy Announcement/s
- Position description

* The signed approval memo should be uploaded into USA Staffing. Interview records should be destroyed 2 years after case is closed by hire or non-selection, expiration of right to appeal a non-selection, or final settlement of any associated litigation, whichever is later.