



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON HUMPHREYS
UNIT #15228
APO AP 96271-5228

AMIM-HMG-ZB (690)

12 July 2025

MEMORANDUM FOR Staff Principles, USAG Humphreys

SUBJECT: Command Policy# 11 - Improving Civilian Hiring

1. Reference: IMCOM Command Policy #27 - Improving Civilian Hiring, dated FEB 01, 2021.

2. USAG Humphreys must acquire a ready, professional, qualified, effective, and diverse Civilian workforce while preserving the ability to execute quickly and consistently hiring decisions to fill appropriated fund (APF) and non-appropriated fund (NAF) positions. Organizations with a highly diverse workforce have been proven to work more effectively and perform exponentially better than those which lack diversity; therefore, we must recruit a diverse, qualified workforce and build adaptive, cohesive teams to enable readiness and support our worldwide missions. Diversity is defined as all attributes, experiences, cultures, characteristics, and backgrounds of the total force, which are reflective of the Nation we serve and enable the Army to deploy, fight, and win.

3. I expect staff principles to improve the hiring process and ensure diversity, equity, and inclusion across the Civilian workforce by taking the following steps:

a. Comply with Merit System and Equal Employment Opportunity (EEO) Principles and ensure the recruitment process is consistent, fair, transparent, timely and well documented.

b. Develop recruitment strategies with the following considerations:

(1) Facilitate the reassignment of current Department of the Army Civilians (APF/NAF) who are relocating with their military or civilian spouses to a new duty station on Permanent Change of Station orders using available flexibilities.

(2) Fully leverage the array of recruitment tools and incentives while enhancing training, development, and mentoring programs to drive effective retention and talent management.

(3) Eliminate unnecessary security requirements in position descriptions to ensure security clearance levels are not inflated.

(4) Capitalize on available workplace flexibilities, such as Telework, Remote Work and Flexible Schedule programs, to acquire and retain the right talent, complement talent-aligned assignments and sustain our world class workforce.

(5) Utilize direct hiring authorities, as available and appropriate.

(6) Consider the use of non-competitive hiring authorities, as appropriate, to expedite the hiring process. The use of non-competitive hiring authorities for GS-14, 15 and NF-05 level positions, must be approved by the Garrison Commander.

(7) When recruiting for positions, evaluation criteria and knowledge, skills, abilities, duties should be stated in the vacancy announcement so that the process is transparent to applicants. Selecting officials will ensure that the position description reflects the duties being performed. Standard IMCOM position descriptions will be used while considering the applicability of the OCONUS locality. In addition, selecting officials will ensure crediting plans for resume and interviews are related to the position. It is incumbent on the selecting official and panel members to adhere to Merit System and EEO principles when making selections.

(8) The use of expedited referral lists is highly encouraged.

c. Partner with the Civilian Personnel Advisory Center (CPAC), and NAF Human Resources Office (HAO) to ensure an effective, inclusive, and efficient hiring process. Closely monitor hiring timeframes, involve subject matter experts in the hiring process, and engage with CPAC leaders and selecting officials to oversee personnel actions.

4. The composition of, guidelines for, and procedures of hiring, interview panels and selections, will be developed in coordination with the servicing EEO and SJA offices and must ensure these guidelines for the selection process:

a. Supervisory GS-13, GS-14 and NF-05 positions must be evaluated by a panel. Panels will be established in advance, in accordance with this operating procedure and include a subject matter expert from **IMCOM** Pacific. Standing panel members may be used to expedite the process. The panel will review applicant's resumes and interview the top candidates.

b. Panel members will be the same or higher grade (or military equivalent) as the announced position. Every effort will be made to ensure that panel members are

diverse and they must be knowledgeable regarding the skills needed for the position being recruited and adhere to the Merit Systems Principles and the Privacy Act. Panel members will sign a non-disclosure agreement.

c. Prior to making a final selection, the selecting official will conduct reference checks, to include previous supervisors.

d. Internal candidates who are interviewed but not selected for a vacancy will be provided feedback from the selecting official, following acceptance of a final job offer by the selectee.

e. Selections for supervisory positions at the GS-13, GS-14 and NF-05 level must be reviewed by the Garrison Commander or Deputy to ensure compliance with outlined procedures.

f. Primary Staff Directors and Office Chiefs must be approved by the IMCOM Pacific Director.

g. Selecting officials will preposition position descriptions, recruitment documents, interview questions, panel membership, and evaluation criteria in advance of receiving referral certificates to expedite a fair and inclusive hiring process.

h. Selecting officials will maintain all hiring documentation, to include but not limited to; position descriptions, recruitment documents, interview questions, panel membership, evaluation criteria, and selection justification, for three (3) years.

i. Hiring officials will use the following timeframes as a goal:

(1) Within three (3) calendar days after the identification of a vacancy, review the succession plan, identify skill gaps, develop the recruitment plan and initiate the recruitment action.

(2) Within three (3) calendar days after the request is sent by the servicing **CPAC** specialist, complete the job analysis by reviewing the position description and develop the assessment strategy.

(3) Within fifteen (15) calendar days after the receipt of the list of qualified candidates return the referral list with primary and alternate selections to the servicing Human Resources (HR) specialist.

AMIM-HMG-ZB

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5. The point of contact for this memorandum is the Deputy to the Garrison Commander at DSN (315) 757-9049 or email: daniel.m.hancock6.civ@army.mil.

2 Encls

1. Checklist for Selection
Approval Requests
2. Non-disclosure Agreement



KRISTIN E. STEINBRECHER

COL, AD

Commanding

Checklist for Selection Approval Requests

This checklist will be used for Primary Staff Directors, Office Chiefs and supervisory GS-13, GS-14, and NF-05 level.

Selection Approval Requests will include this checklist and the following:

- ☐ Position Description
- ☐ Job Announcement
- ☐ Certificate(s) (including expedited referral list if used and final certificate)
- ☐ Panel Member Resume Review Scoring and Roll-up Matrix
- ☐ Resumes (selectee and alternate(s))
- ☐ Interview Questions
- ☐ Panel Member Interview Scoring and Roll-up Matrix
- ☐ Consolidated Resume and Interview Scoring Matrix
- ☐ Equal Employment Opportunity (EEO) Review/ Advisory
- ☐ Staff Judge Advocate (SJA) Review/ Advisory (Primary Staff Directors & Office Chiefs)
- ☐ Reference Checks
- ☐ Request Memo should document/ address:
 - ☐ Panel Members
 - ☐ Results of Panel Deliberations
 - ☐ Interviews
 - ☐ Reference Checks
 - ☐ Rationale for the Selection
 - ☐ EEO Review / Advisory
 - ☐ SJA Review/ Advisory (Primary Staff Directors & Office Chiefs)
 - ☐ For Primary Staff Directors and Office Chiefs requiring IMCOM Pacific Director approval, memo will be addressed "To" IMCOM Pacific and "Thru" the Garrison Commander.
 - ☐ For positions requiring HQ IMCOM approval (DGC), memo should be addressed "To" HQ IMCOM and "Thru" IMCOM Pacific.