



DEPARTMENT OF THE ARMY
UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND
EUROPE
UNIT 34610
APO AE 09005-4610

AMIM-EUR-ZA (690-300g)

31 May 2024

MEMORANDUM FOR All Staff and Garrisons in Installation Management Command - Europe

SUBJECT: IMCOM-Europe Command Policy Letter #24, Civilian Hiring Policy

1. **References.** Additional references used in this policy letter are in Appendix A.

a. Army Materiel Command (AMC) Command Policy Memorandum (CPM) 600-19 Improving Civilian Hiring, dated 16 November 2020.

b. HQ IMCOM, AMIM-HRC-S, Policy Memorandum - Civilian Hiring Guidance, dated 27 October 2022.

c. HQ IMCOM AMIM-HRC-T, Policy Memorandum - Headquarters Installation Management Command (HQ IMCOM) Centrally Managed Leadership Program, dated 17 April 2023.

2. **Purpose.**

a. This policy provides procedures, identifies selection approval authority for establishing and filling Appropriated Fund civilian positions within IMCOM-Europe, and sets forth the selection panel process. These guidelines will be followed to fill authorized vacancies. This includes permanent and temporary/term recruitment actions of all U.S. Appropriated Funds and Host Nation vacancies.

b. To define and establish IMCOM's recruitment and selection procedures. Compliance will ensure that the selection process is conducted in a fair and equitable manner. The intent is to select the best qualified candidates while maintaining high standards of efficiency, integrity, and transparency. All selecting officials are expected to comply with all requirements outlined in this policy.

3. **Policy.**

a. Procedures identified in this policy will be followed when panel and applicant interviews are utilized as part of the selection process.

b. Procedures designated in this policy are mandatory regardless of the approval authority and are subject to review during the Organization Inspection Program.

c. Throughout this policy, Human Resources (HR) office is defined as IMCOM Europe G1 (for HQ recruitments) or the appropriate Garrison office (for subordinate garrison recruitments).

4. Hiring Approval Authorities.

a. The IMCOM-Europe Director is the approving official for all GS-15 and Special Staff GS-14 positions. The IMCOM-Europe Chief of Staff is delegated the authority to approve selections for GS-13 and GS-14 positions at the Headquarters. This approval authority will not be further delegated. Directors/Special Staff Chiefs are delegated the authority to approve selections for positions at the GS-12 level and below. This approval authority will not be further delegated.

b. Garrison Commanders are delegated the authority to approve selections for up to GS-14 level positions, except for Centrally Managed positions such as the Deputy to the Garrison Commander (DGC) and Deputy Garrison Manager (DGM). Garrison Commanders have the authorization to delegate the authority to approve selections up to GS-13s to the DGCs and Director/Special Staff Chiefs can be delegated the authority to approve selections for positions at the GS-12 level and below. This approval authority will not be further delegated.

5. Responsibilities.

a. Garrison Commanders, Senior Leaders, Managers. Improve the hiring process and ensure diversity, equity, and inclusion across the civilian workforce while adhering to merit system principles.

b. Approving Official. The approving official is the Division, Director, or Special Staff Chief responsible for validating the recruitment process.

c. Selecting Officials. Generally, the first line supervisor of the position being filled. The selecting official serves as the management official responsible for the hiring process. The selecting official will develop the resume and interview ranking criteria, draft interview questions, coordinate hiring panels, conduct reference checks, make selections based on panel recommendations, and justify the selections to the authorized approving official in accordance with this policy.

(1) Within three calendar days after the identification of a vacancy, review the succession plan, identify skill gaps, and develop the recruitment plan with an accurate position description (PD) that fulfills mission requirements. To ensure time-to-hire timelines for each recruitment action, selecting officials will maintain completed IMCOM-Europe Form 13s, PDs, recruitment documents, panel membership composition information, resume and interview ranking criteria, and interview questions. When applicable, the panel membership composition information, interview ranking criteria, and interview questions may be subject to the IMCOM-Europe CoS or Garrison DGC for approval.

(2) Within the established timeframe, complete and return the job analysis (JA) and strategic recruitment discussion (SRD). Determine appropriate recruitment strategies with the servicing CPAC.

(3) Adhere to referral list suspense dates and selection timelines.

(4) Interview candidates (when required), conduct reference checks, and make timely selections.

(5) Ensure selection packet is submitted to the respective HR office IAW this policy.

(6) Within 15 calendar days after the receipt of the referral certificate of qualified candidates, return the certificate with the primary and alternate selections via USA Staffing.

(7) Understand and abide by Merit System Principles and avoid Prohibited Personnel Practices.

(8) Ensure selections are compliant with Equal Employment Opportunity (EEO).

d. The IMCOM Europe G1 and Deputy Garrison Commanders (or appropriate representatives) should:

(1) Promote an effective human resource recruitment program to the workforce.

(2) Provide regulatory guidance and advice to leaders ensuring efficient and effective use of civilian human resources programs.

(3) Coordinate with the servicing Civilian Personnel Advisory Center (CPAC) to ensure consistently high-quality service.

(4) Upon request, assist and advise selecting officials with developing resume criteria, interview questions, and reference checks.

(5) Within two business day of receiving the approved IMCOM Europe Form 13 Hiring Request Form (Appendix B), initiate the recruitment action via the Automated Nature of Action (AutoNOA) tool.

6. General Practices.

a. Selection Boards. Selection boards will be conducted to review candidates for all GS-13 through GS-15 positions, as well as supervisory positions at the GS-12 and below level. This board process is also recommended, but not required, for non-supervisory

positions (GS-12 and below). Management reassignments or noncompetitive reassignments do not require a selection board.

b. EEO. All decisions regarding the hiring and selection of civilian personnel for IMCOM-Europe positions will be based solely on the applicant's knowledge, skills, and abilities without regard to non-job-related factors. It is illegal to discriminate against a job applicant because of an applicant's age, race, color, religion, sex (including sexual orientation, gender identity, pregnancy), marital status, national origin, political affiliation, disability, relationship status, or genetic information. IMCOM-Europe personnel will not base hiring actions on the non-job-related factors listed above.

c. Safeguarding Information. At no time will the selecting official nor any other IMCOM-Europe personnel provide any unauthorized hiring/selection information to potential candidates which could help or hinder the employment prospects of any employee or applicant. Participants of a selection panel, to include selecting officials, will be required to complete a Non-Disclosure Agreement (NDA) prior to participating as a panel member (Sample at Appendix C).

d. Merit System Principles (Appendix D) and Prohibited Personnel Practices (Appendix E). The hiring and selection process will be administered based upon Merit System Principles. Supervisors and selecting officials shall abide by Merit System Principles and avoid Prohibited Personnel Practices. Both provide the framework for ensuring that Federal employees are hired, trained, managed, and rewarded based on merit factors.

e. Nepotism and Personal Favoritism. No selecting official shall, in selecting or recommending candidates for recruitment/placement, show or give preference to any candidate based on factors pertinent to the candidate's qualifications, including personal friendship, kinship, or political affiliation. These provisions apply to all individuals in the rating/ranking, evaluation, and/or selection process. Relatives of persons currently employed may be hired only if they will not be working directly for or supervising a relative or will not occupy a position in the same line of authority where employees can initiate or participate in decisions involving a direct benefit to the relative.

7. Hiring Procedures for Competitive Hiring Actions.

a. The recruitment and selection of candidates for civilian positions require personal involvement by leaders at all levels. Selecting officials will carefully consider each applicant's knowledge, skills, abilities, training, and certifications. Education CAN be used as a deciding factor after interviews have been conducted, and only as a tool to determine the best applicant for the selection. Education may NOT be used prior to interviews as a tool to "disqualify" applicants who are otherwise highly qualified. If education is a mandatory qualifying factor based on Office of Personnel Management (OPM) qualification standards, then the CPAC will make this determination prior to the referral list being issued. In addition, the position may require an incumbent to obtain and maintain a specific security clearance level, however applicant(s) may not have the

required level at the time of the interview panel. This cannot be used as a screen-out factor during the resume and interview panel process. If applicable, the applicants must be able to obtain and maintain such clearance as a condition of employment.

b. No leader, supervisor, or selecting official may initiate a recruitment action on any position without an approved IMCOM-Europe Form 13 from the appropriate approval authority. For HQ IMCOM-Europe, the requesting entity will coordinate with G-1, AMIM-EUR-HRC; for subordinate garrisons, the requesting entity will submit their request, for the appropriate approval level, directly to their respective POCs prior to initiating the AutoNOA ticket. The selecting official will develop the evaluation criteria and interview questions.

c. The selecting official, in coordination with the servicing CPAC, will complete the Job Analysis (JA) and Strategic Recruitment Discussion (SRD). The area of consideration is determined in coordination with the CPAC.

d. Unless otherwise approved by the appropriate approving authority, the vacancy announcement must be posted to USAJOBS for a minimum period of five days to ensure an adequate public notice.

e. Managers have 15 calendar days from receipt of the referral list to convene the panel to screen and prioritize the referral list and candidate resumes, review applicants prioritized by the hiring panel, complete interviews, conduct at least three completed reference checks (e.g. current and/or former supervisor), and obtain hiring approval. Any requests for extensions should be staffed through the respective HR or Garrison office to the hiring authority for approval.

f. The same selection criteria must be used when assessing the knowledge, skills, and abilities of all candidates on the referral list. Additionally, after the first interview has been conducted, you may not add, omit, or substitute questions for the remaining candidates.

g. Interview Panel Membership. The interview panel evaluates and recommends selections based on the evaluation criteria and interviews. The interview panel members will be the same or higher grade (or military equivalent) as the grade of the position that is being interviewed for (target grade). Selecting officials will ensure all interview panels are diverse with, at a minimum, one member of a protected group (i.e. sex, race, color, national origin, etc.) on each panel. At least one panel member must be a subject matter expert. Additionally, at least one panel member will come from outside the hiring division/branch or special staff section. A good practice is to have selection criteria and interview questions reviewed by an Equal Employment Opportunity (EEO) representative before they are used. It is highly encouraged to have an EEO representative serve as a non-voting panel member during the interview process for supervisory positions, unless not reasonably available.

h. The selection panel will convene for the purpose of evaluating all candidates on the referral list that meet the specialized experience. Each panel member, using the provided criteria, will rate each candidate's resume separately and independently. Panel members will record their evaluation on a matrix similar to the example located in Appendix G. The selection panel may reduce the numbers of candidates scheduled for interview based on this initial evaluation. Each selection will include an interview phase. The final ranking of the candidates will include an evaluation of both the resume and the interview score, which will be documented on a scoring matrix.

i. The IMCOM-Europe Chief of Staff should be included on all panels for DGC and DGM positions unless not reasonably available. All DGC and DGM panels will include at least one member that is assigned to another IMCOM entity.

j. Additionally, the IMCOM-Europe functional lead should be included on hiring panels for garrison director level positions within their functional area unless not reasonably available.

k. Interviews may be conducted in person, by video teleconference (VTC), Microsoft (MS) Teams, or telephonically. The method of interview must be consistent in practice for all candidates. If one candidate is unable to participate in a face-to-face interview (either by VTC or in person) and requests a telephonic interview, then all candidates must be interviewed via telephone, or MS Teams/VTC w/o camera, regardless of their location.

l. The selection panel members will make a final selection recommendation to the selecting official. Normally, the selecting official will select the candidate with the highest score. This element of the selection process must be as objective as possible. The selecting official, however, may select a different candidate. In doing so, a strong and compelling job-related justification must be prepared and must accompany the selection packet. It is strongly recommended that the selecting official identify at least two valid candidates as alternate selections in addition to the initially selected candidate. The approving official, as outlined in paragraph 4 (a) and (b), will approve or disapprove the selection based on job-related criteria. Appendix H provides an example of the selection statement format.

m. After a selection is determined, the selecting official will compile the hiring packet for submission. The selecting official will submit the following documents to the HR office for review and staffing:

- (1) Selection Memorandum.
- (2) Scoring Matrixes.
- (3) Resumes of Primary and Alternate Selections.
- (4) Reference Checks of Primary and Alternate Selections (Appendix I).

(a) Reference checks can be completed prior to interview.

(b) Selection official must obtain a minimum of three references.

n. The approving official may submit their approval or denial via email or memorandum. The approving official will approve all selections before the selecting official notifies the servicing CPAC. Upon approval, selecting officials will make selections electronically v

ia the USA Selection Manager, which is located within USA Staffing. The IMCOM-Europe G1 (for HQ recruitments) or the appropriate Garrison office (for subordinate garrison recruitments) may make the selection in the absence of the selecting official.

o. IAW Army Records and Information Management, each respective HR office will maintain on file (Hard copy or Electronic), at a minimum, the following records:

(1) Vacancy announcement

(2) All applicant Resumes

(3) Issued referral list(s) from CPAC

(4) Evaluation criteria

(5) Interview questions

(6) Panel member composition form

(7) Panel member NDAs

(8) Matrix of scores of each panel member

(9) Combined matrix of all panel members

(10) Recommended selectee with selection statement

(11) Justification for selection of other than top-rated candidate (if applicable)

p. All leaders need to understand the importance placed on integrity to systems and processes. Leaders are expected to adhere to the highest standards in the selection process.

8. Hiring Procedures for Non-Competitive Hiring (including Direct Hire Authorities).

a. In addition to adhering to the hiring procedures for the competitive hiring actions listed above, the selecting official will also follow the additional protocol for non-competitive hiring.

b. The selecting official, in coordination with the HR office, will draft an internal announcement.

c. Unless otherwise approved by the appropriate approving authority, the internal announcement must be posted to an IMCOM-Europe or United States Army Garrison's hiring platforms (HR Alert from the HR office or Public Affairs Office) for a period of at least five business days to ensure an adequate public notice.

d. Prior to presenting resumes to the selecting official, all received resumes will be sent to CPAC for qualifications.

e. Once deemed qualified, managers will have 15 calendar days from receipt of the resumes received from the HR office to convene the panel members to review applicants resumes, complete interviews, conduct reference checks from at least three different sources, and obtain hiring approval. Any requests for extensions should be staffed through the respective HR office to the hiring authority for approval.

f. After a selection is determined, the selecting official will compile the hiring packet for submission. The selecting official will submit the following documents to the HR office for review and staffing:

(1) Selection Memorandum

(2) Scoring Matrixes

(3) Resumes of Primary and Alternate Selections

(4) Reference Checks

g. The HR office will then submit the entire selection packet to CPAC via AutoNOA.

9. Centrally Managed Positions.

a. Centrally managed positions will be filled IAW HQ IMCOM Centrally Managed Program guidance.

b. The IMCOM-Europe ACoS, G1 or Chief Civilian Personnel (CIVPER) will initiate all centrally managed recruitment actions with the servicing CPAC.

AMIM-EUR-ZA

SUBJECT: IMCOM-Europe Command Policy Letter #24, Civilian Hiring Policy

c. Panel members should include, at a minimum, IMCOM-Europe Chief of Staff unless not reasonably available, current DGC or DGM unless not reasonably available, a person at the same or higher grade from outside of IMCOM-Europe, and an EEO representative as a non-voting member.

d. The IMCOM-Europe Director will conduct 2nd round interviews with Garrison Commanders and make the final selection. IMCOM-Europe EEO will participate as non-voting member.

e. Once the selection is made, the IMCOM-Europe ACoS, G1 or Chief CIVPER will forward the hiring package to the IMCOM-Europe legal advisor to obtain a legal sufficiency review.

f. The approval authority for all Tier 1 and 2 level positions is the IMCOM-Europe Director, including developmental/interim assignments to these positions.

10. The proponent for the policy is IMCOM Europe ACoS G1 at DSN 314-544-1000/1100.

Encls

1. Appendix A - References
2. Appendix B – Form 13 IMCOM Hiring Request Form
3. Appendix C - Non-Disclosure Agreement
4. Appendix D – Merit System Principles
5. Appendix E – Prohibited Personnel Practices
6. Appendix F- Panel Member Composition Form
7. Appendix G – Sample Scoring Matrix
8. Appendix H – Sample Selection Memorandum
9. Appendix I - Reference Check Form
10. Appendix J – HQ IMCOM Centrally Managed Leadership Program (Tier 1-2 Levels)



TOMMY R. MIZE
Director

Appendix A – References

Title 5, United States Code, Part III, Subpart A; Chapter 23, Section 2301
Merit System Principles

Title 5, United States Code, Part III, Subpart A; Chapter 23, Section 2302
Prohibited Personnel Practices

5 Code of Federal Regulations
Recruitment, Selection, and Placement

Secretary of the Army Memorandum
Army Diversity, Equity, and Inclusion Policy, dated 30 March 2020

Secretary of the Army Memorandum
Reducing the Civilian Time to Hire, dated 5 June 2018

AE Regulation 690-70
Recruitment and Staffing for Local National Employees in Germany, 5 April 2011.

AMIM-EUR-ZA

SUBJECT: IMCOM-Europe Command Policy Letter #24, Civilian Hiring Policy

Appendix B – Form 13 - IMCOM Hiring Request Form

INSTALLATION MANAGEMENT COMMAND (IMCOM) HIRING REQUEST FORM The proponent of this form is G1		Tracking Number:	
		Unit Identification Code (UIC): Add Attachment	
Section I - Unit information			
1. Organization (Garrison/Directorate/HQ/AEC):		2. Organization (UIC) Functional POC:	
3. Organization (UIC) Administrative POC:			
Section II - Position information			
4. Position Title/Series/Grade:	5. Salary Range:	6. PCS Requested:	
7. Number Requested:	8. CPO ID/PD #:	9. Type of Appointment Requested:	
10. TDA Paragraph and Line Number:	11. AMSCO: (e.g. 131034AO)	12. Funding Source to be used:	
13. MDEP: (e.g. QMIS, QNMG)	14. Vice Name:	15. Recruitment Source:	
16. New Position:	17. Vice Has Return Rights:	18. Over-Hire:	
19. TDA Used:			
Section III - Justification			
20. This justification must explain impact if not approved, reason for mission failure or critical skills gap if not approved. Explain how the work is being performed currently, why work cannot be distributed among other staff. If overtime is being used list the total number of hours and duration. In addition, identify funding impact.			
Section IV - Certification			
21. RM Online POC's Signature: With this signature you are certifying that RM Online has been reviewed for this request and RM Online has been updated to confirm a valid vacancy or a pending loss with the date of departure annotated within RM Online.		24. Additional Info/Comments	
22. Director's Signature: With this signature you are certifying that all surplus employees have been reviewed and considered for placement in this position to include modifications of qualifications, re-training and that the currently used FY FBG target and strength has been considered prior to submitting this request.			
23. Authorized Approval Authority's Signature: This signature is validating and approving this request.			

Appendix C – Sample Non-Disclosure Agreement

AMIM-EUR-ZA

SUBJECT: IMCOM-Europe Command Policy Letter #24, Civilian Hiring Policy

SUBJECT: Civilian Hiring Action

1. Intending to be legally bound, I hereby accept the obligations contained in this Agreement in consideration of my being a Panel Member for the civilian hiring action for the position of _____ within IMCOM Europe.

2. I agree not to disclose or divulge information pertaining to, or made a part of, this civilian hiring action to anyone except to (a) the selecting official; (b) other panel members; (c) the Director, Deputy Director, and/or Chief of Staff of IMCOM Europe (this may be different for the Garrisons); (d) a properly appointed Investigating Officer authorized to conduct an investigation into the civilian hiring action; or (e) an official who, by law or regulation, is specifically authorized access to the information. Information pertaining to, or made a part of, a civilian hiring action includes, but is not limited to, interview questions, resume and interview scoring sheets and matrixes, applicants' resumes, and any other document the applicant submitted for consideration.

3. I understand that unauthorized disclosure may result in administrative sanctions up to, and including, my removal from Federal service. I also understand that unauthorized disclosure of information that is protected by the Privacy Act may result in civil and/or criminal sanctions.

4. 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. 5 U.S.C. 2302(b).

5. I have read this Agreement and agree to accept its provisions.

Printed Name: _____

Signature: _____

Date: _____

Appendix D – Merit System Principles

1. Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a workforce 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 (whistleblower) for the lawful disclosure of information which employees reasonably believe evidences:

a. Violation of any law, rule, or regulation, or;

b. Mismanagement, a gross waste of funds, an absence of authority, or a substantial and specific danger to public health or safety.

Appendix E - Prohibited Personnel Practices

Prohibited personnel practices are those things a federal employee with personnel authority may not do. A Federal employee has personnel authority if they can take, direct others to take, recommend, or approve any personnel action. This includes appointments, promotions, discipline, details, transfers, reassignments, reinstatements, or any decisions concerning pay, benefits, training, and any decision to order psychiatric testing or examination. A personnel action includes any significant change in duties, responsibilities, or working conditions which is inconsistent with the employee's salary or grade. People with personnel authority, managers, and supervisors, are charged with avoiding prohibited personnel practices.

PROHIBITED PERSONNEL PRACTICES:

1. Discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
2. Solicit or consider improper employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics.
3. Coerce an employee's political activity.
4. Deceive or willfully obstruct a person's right to compete for employment.
5. Influence any person to withdraw from competition for a position to improve or injure the employment prospects of any other person.
6. Give unauthorized preference or advantage to any person to improve or injure the employment prospects of any particular employee or applicant.
7. Employ or promote a relative.
8. Retaliate against a whistleblower, whether an employee or an applicant.
9. Retaliate against employees or applicants, who exercise their appeal rights, testify or cooperate with an Inspector General, or the Special Counsel, or refuse to break the law.
10. Discriminate based on personal conduct, which is not adverse to on-the-job performance of the employee, applicant or others.
11. Violate any law, rule, or regulation, which implements or directly concerns Merit System Principles.

Appendix F – Sample Panel Member Composition Form



SELECTION PANEL COMPOSITION



Position Title	Human Resources Specialist
PP - Series - Grade	GS-0201-12
Certificate Number	20220818-CALB-014

Panel Member (LN, FN MI)	Grade	Unit/Section	Composition	Phone Number	Email Address
Jane Doe	GS-14	IMCOM-E/G1	Minority Female SME	555-2323	jane.doe12.civ@army.mil
John Doe	GS-13	IMCOM-E/G1	Minority Male SME	555-1212	john.m.doe.civ@army.mil
James Doe	GS-12	IMCOM-E/G4	Non-minority Male	555-3131	james.j.doe15.civ@army.mil
			N/A		

William Jones

Selecting Official Printed Name

Selecting Official Signature

12-Sep-2022

Date

Appendix G – Sample Scoring Matrix

Resume Scoring Matrix 1

GS-0000-00 Position Title									Remarks
Candidate	Chemical Warfare Agent/Weapons (Mgmt, Inventory, Ops, or Surv) Experience (1pt/yr, Max 10 pts)	Army HQs/Region Level Action/Staffing Officer Experience (1 pt/yr, Max 8 pts)	Commodity/Item/Asset Management Experience (1pt/yr, Max 6 pts)	Relevant Professional Development Training (1pt/cert or course, Max 3 pts)	Leadership Development Training (1 pt/course: SBLM, LEAD, CES, PME, SSC, etc.)	Army Automated Supply/Logistics System Experience (1 pt/yr, Max 5 pts)	Compliance Oversight (Eval, Audit, Insp, or Survey) Experience (1pt/yr, Max 5 pts)	TOTAL	
Applicant 1								0	
Applicant 2								0	
Applicant 3								0	
Applicant 4								0	
Applicant 5								0	

Resume Scoring Matrix Example 2

GS-0000-00 Position Title

EXPERIENCE

Resume Matrix

1 = Yes
0 = No

Resume Structure Overall	Education, relevant training and experience and attention to detail. Relevant margins and experience with relevant experience. Focus with consistent focus.	Accomplishments, variety with our organization and the position	Duties consistent with previous job titles	Relevant dates and activity for skills for needs from the applicant's experience	Current gaps include program and training high-level responsibilities	Current Skills include experience for any important gaps (e.g., core skills)	Score	Weight	Final Score
Applicant 1	0	0	0	0	0	0	0	0	0
Applicant 2	0	0	0	0	0	0	0	0	0
Applicant 3	0	0	0	0	0	0	0	0	0
Applicant 4	0	0	0	0	0	0	0	0	0
Applicant 5	0	0	0	0	0	0	0	0	0

EXPERIENCE

Resume Matrix

1 = Yes
0 = No

Specialized Experience Requirements	The candidate's background provides evidence that he/she has significant knowledge and experience managing and developing military programs and resources planning elements.	The candidate's background provides evidence that he/she has extensive experience developing and implementing new and existing programs (PODs).	The candidate's background provides evidence that he/she has extensive experience and knowledge in any not previously stated (e.g., Tech, Ops, Lead or DA agencies).	The candidate's background provides evidence that he/she has extensive experience developing, planning, and executing the transition from one platform to a program.	Score	Weight	Final Score
Applicant 1	0	0	0	0	0	0	0
Applicant 2	0	0	0	0	0	0	0
Applicant 3	0	0	0	0	0	0	0
Applicant 4	0	0	0	0	0	0	0
Applicant 5	0	0	0	0	0	0	0

EXPERIENCE

Resume Matrix

1 = Yes
0 = No

Competencies	Technical Proficiency: Candidate's background provides evidence that he/she has the breadth of expertise and knowledge to analyze and apply program information and planning for which he/she has extensive knowledge requirements.	Communication: Candidate's background provides evidence that he/she has experience in communicating with media, Congress, or other stakeholders in DA, Army, or DA agencies.	Leadership: The candidate's background provides evidence that he/she has extensive experience in leadership positions.	Management of Organization: Candidate's background provides evidence that he/she has extensive experience in managing an organization or multiple organizations.	Teamwork and Cooperation: Candidate's background provides evidence that he/she has extensive experience in working with other agencies or organizations to ensure our defense services levels of readiness.	Score	Weight	Final Score
Applicant 1	0	0	0	0	0	0	0	
Applicant 2	0	0	0	0	0	0	0	
Applicant 3	0	0	0	0	0	0	0	
Applicant 4	0	0	0	0	0	0	0	
Applicant 5	0	0	0	0	0	0	0	

Appendix G - Sample Scoring Matrix (Continued)

Interview Scoring Matrix Example

GD 0000-00 Position Title											
QUESTION CATEGORY											TOTAL
	1. Describe your prior roles and responsibilities, as an Army Logistics, with respect to Program, Commodity, Item, and/or Asset Management. How long did you serve in this capacity?	2. Describe your prior experience with information Management Systems. What are or were these systems? How did you use the system(s)?	3. Describe your prior experience developing and implementing policy, guidance, directives or procedures designed to ensure compliance to Army logistics and supply management orders and policies. Examples are Inventory, Accountability, and Custodial procedures.	4. Describe your experience as a High-Headquarters Staff Action Officer (or equivalent) interacting with subordinate units, installations, or commands. Did you provide programmatic oversight and direction? Provide an example.	5. Describe your experience conducting Assessments, Evaluations, Surveys, or Inspections (as part of mission and related compliance to regulatory requirements. What areas, disciplines, commodity(s), or programs were involved? What type of reporting or documentation was required?	6. Have you served as a Contracting Officers Representative (COR), or held responsibility as a contract administrator in some role or capacity? Have you written Statements of Work (SOWs) or Performance Work Statements (PWSs)? Describe your experience(s).	7. Describe your experience performing National Inventory Control Point (NICP), Accountability Officer, or Custodial Officer duties and responsibilities.	8. Describe your ability to communicate effectively in writing. Give us examples of correspondence (Memorandums, Reports, Executive Summaries, Decision Papers, Information Papers etc.	9. Describe your ability to communicate orally. What findings or presentations have you given? At what levels did you lead or present (Staff, G4, General Officer, S23 etc.)? Describe your level of proficiency.	10. Why should we select you for this position? What abilities and experience do you possess that make you the best candidate for the job?	
GENERAL	1-40 Points: 0 to seven years experience as an Item, Commodity, or Asset Manager and/or as a Program Manager with comparable responsibilities.	2-40 Points: 0 to seven years experience working with "Army" Log system(s) used to track, inventory, and maintain "needs to grow" accountability of critical items.	3-40 Points: Developed policy, guidance, directives or procedures for implementation at the G4, Army for other military services (e.g., MACOM, BIC, or equivalent headquarters) organization sample.	4-40 Points: 0 to seven years of experience as a High-Headquarters Staff Action Officer (or equivalent) having provided programmatic oversight and guidance.	5-40 Points: 0 to seven years experience conducting Assessments, Evaluations, Surveys, or Inspections in critical areas (e.g., Army, Supply, Logistics, Safety, Environmental, Mission Operations, Laboratory, Inventory/Accountability, NICP/NAI/Insurance Status Operations, Plant Safety Operations), when reporting or briefing to identify deficiencies and corrective actions was required.	6-40 Points: 0 to seven years experience as a COR or contract administrator having also written SOWs or PWSs.	7-40 Points: 0 to seven years experience performing NICP, APC, or Custodial Officer duties.	8-40 Points: Superior Level/Candidate answered the question in a superior manner, clearly describing the type of document(s) written, method, to include subject matter.	9-40 Points: Superior Level/Candidate answered the question in a superior manner, clearly describing the type of findings or presentations made, provided, including the facts and target audience.	10-40 Points: Superior Level/Candidate answered the question in a superior manner, clearly articulating the skills he/she possesses that best qualify them for the position.	
	4-40 Points: 0 to seven years experience as an Item, Commodity, or Asset Manager and/or as a Program Manager with comparable responsibilities.	4-40 Points: 0 to seven years experience working with "Army" Log system(s) used to track, inventory, and maintain "needs to grow" accountability of critical items.	4-40 Points: Developed policy, guidance, directives or procedures for implementation at the G4, Army for other military services (e.g., MACOM, BIC, or equivalent headquarters) organization sample.	4-40 Points: 0 to seven years of experience as a High-Headquarters Staff Action Officer (or equivalent) having provided programmatic oversight and guidance.	4-40 Points: 0 to seven years experience conducting Assessments, Evaluations, Surveys, or Inspections in critical areas (e.g., Army, Supply, Logistics, Safety, Environmental, Mission Operations, Laboratory, Inventory/Accountability, NICP/NAI/Insurance Status Operations, Plant Safety Operations), when reporting or briefing to identify deficiencies and corrective actions was required.	4-40 Points: 0 to seven years experience as a COR or contract administrator having also written SOWs or PWSs.	4-40 Points: Intermediate Level/Candidate answered the question in a good manner, but did not clearly and adequately describe the type of document(s) written, method, to include subject matter.	4-40 Points: Intermediate Level/Candidate answered the question in a good manner, but did not clearly and adequately describe the type of findings or presentations made, provided, including the facts and target audience.	4-40 Points: Intermediate Level/Candidate answered the question in a good manner, but did not clearly and adequately describe the type of findings or presentations made, provided, including the facts and target audience.	4-40 Points: Intermediate Level/Candidate answered the question in a good manner, but did not clearly and adequately describe the type of findings or presentations made, provided, including the facts and target audience.	
	3-40 Points: 0 to seven years experience as an Item, Commodity, or Asset Manager and/or as a Program Manager with comparable responsibilities.	3-40 Points: 0 to seven years experience working with "Army" Log system(s) used to track, inventory, and maintain "needs to grow" accountability of critical items.	3-40 Points: Developed policy, guidance, directives or procedures for implementation at the G4, Army for other military services (e.g., MACOM, BIC, or equivalent headquarters) organization sample.	3-40 Points: 0 to seven years of experience as a High-Headquarters Staff Action Officer (or equivalent) having provided programmatic oversight and guidance.	3-40 Points: 0 to seven years experience conducting Assessments, Evaluations, Surveys, or Inspections in critical areas (e.g., Army, Supply, Logistics, Safety, Environmental, Mission Operations, Laboratory, Inventory/Accountability, NICP/NAI/Insurance Status Operations, Plant Safety Operations), when reporting or briefing to identify deficiencies and corrective actions was required.	3-40 Points: 0 to seven years experience as a COR or contract administrator having also written SOWs or PWSs.	3-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question.	3-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question.	3-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question.	3-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question; 0-40 Points: Entry Level/Candidate answered the question.	
Median 1											
Median 2											
Median 3											
Median 4											
Median 5											

Appendix H – Sample Selection Memorandum

AMIM-EUR-XX

Date

MEMORANDUM FOR RECORD

SUBJECT: Recommended Selection of **Add Position Title and Pay Plan-Series-Grade and Location**

1. Purpose: To provide recruitments results and recommended selection for subject position based on screening criteria used by a hiring panel, references, and interviews. This position was advertised on USAJobs from (Announcement advertised period). Prior to receiving the referral list, we developed a resume crediting plan (scoring criteria) based on the specialized experience and evaluation criteria as indicated in the job announcement.
2. A total of XX applicants were referred by the Civilian Personnel Advisory Center (CPAC) for consideration. The referral list was issued on **Date**, with a selection suspense of **Add Date**.
3. The Selecting Official for this vacancy is the undersigned, **Add the Undersigned's Name, position, and Organization. The resume review panel members were: (indicate names).** The interview panel members were **List Panel Members and Organization/Directorate**. The Equal Employment Opportunity representative who advised the panels was: (indicate name).
4. After a review of the resumes, there were XX candidates who were identified to participate in a 30-minute virtual interview: (indicate names of candidates. Indicate if a candidate declined the interview or further consideration). For consistency and fairness, we used a tailored list of **XX** questions and standard scoring criteria (**0-5, with 5 being best possible score (you can add your max score)**) to score each applicants responses. To ensure consistency in scoring, each panelist was assigned specific questions to ask during each interview. Although each panelist asked specific questions, all panelists assessed a score for every question/response during the interview.
5. We conducted **XX** virtual interviews. Each panelist completed a score sheet on each applicant. At the conclusion of the interviews, the score sheets were totaled and a final tally of the candidates' aggregate scores from the interviews yielded the following as the top three scoring candidates: (indicate names of candidates.)). Additionally, each panelist provided feedback regarding the strengths and abilities of each candidate considering their knowledge of **What Mission**.
6. I contacted the (Top 5, each, etc.) candidates' supervisors for their opinion on the candidate's ability to succeed as the (Position Title). Our discussion focused on leadership style, communication skills, performance, flexibility, and ability to successfully execute the core competencies for the position. Based on the responses I received, I recommended the following candidates:

AMIM-EUR-ZA

SUBJECT: IMCOM-Europe Command Policy Letter #24, Civilian Hiring Policy

a. Primary selection: (Top candidate and further information regarding justification (merit-based reason) why candidate is the primary selection. **Previous experience, ability to succeed, information received from references, etc.).

b. Alternate selection: (Second top candidate and further information regarding justification (merit-based reason) why candidate is the alternate selection. ** Previous experience, ability to succeed, information received from references, etc.)

c. Second alternate selection: IF applicable

7. Attached are the following documents, as required: resumes for interviewed candidates, consolidated scoring matrix which includes individual panel member scores for both resumes and interview panels, interview questions with scoring criteria, and resume review scoring criteria.

8. The point of contact for this memorandum is the undersigned, DSN: 314-XXX-XXXX or email: joe.snuggle.civ@army.mil.

3 Encls

1. Composite Matrix

2. Interview Questions with scoring criteria

3. Resumes

4. References

SELECTING OFFICIAL

Signature Block

Concur

Non-concur

APPROVING OFFICIAL

Signature Block

Approved

Disapproved

Chief of Staff

When applicable for IMCOM Europe Positions

Appendix I – Sample Reference Check Form

EMPLOYMENT INQUIRY CHECKLIST						
NAME OF CANDIDATE (PROSPECTIVE EMPLOYEE)		POSITION UNDER CONSIDERATION				
NAME OF REFERENCE PROVIDER		CONTACT PHONE NUMBER(S)				
NATURE OF YOUR ASSOCIATION WITH CANDIDATE Candidate's Supervisor <input type="radio"/> Subordinate <input type="radio"/> Co-worker <input type="radio"/> Acquaintance <input type="radio"/> Other (Specify) <input type="radio"/>		APPROXIMATE TIME KNOWN				
EMPLOYMENT EVALUATION (Based on the response from the reference provider, mark the appropriate box to the right of the letters(A – N below)		Superior	Better than Average	Adequate	Below Average	Not Observed
A	Quality of Work: Accepts assigned responsibilities and effectively accomplishes duties in an approved manner within assigned time frames.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B	Teamwork: A team player, maintains good working relationships with team members, is courteous, honors commitments, and contributes to team goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C	Initiative: Ability to work without detailed instructions or supervision, is a self-starter, and provides discretionary effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D	Customer Service: Ability to maintain positive relationships w/customers. Maintains commitments, provides excellent service, responds to inquiries, follows-up with clients, and understands their business, goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E	Work Under Stress: Demonstrates poise and judgment in meeting adverse or emergency situations and short timeframes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F	Adaptability: Ability to adjust to changes in working environment and willing to adjust schedule during peak workloads.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G	Acceptance of Supervision: Responds well to direction, provides status reports, and willingly accepts special assignments/projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
H	Decision Making Ability: Ability to make sound decisions, and takes into consideration the affect on others and the organization as a whole.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I	Leadership (Managerial Positions): Ability to effectively lead people, achieve results, lead change, and build relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J	Communication: Ability to express technical and/or non-technical information clearly and concisely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K	Comprehension: Ability to understand, interpret and comply with verbal and written instructions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L	Dependability: Has good attendance pattern, is punctual and dependable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M	Job Knowledge: Has knowledge of techniques and procedures applicable to the job for which being considered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix I – Sample Reference Check Form (Continued)

N	Growth Potential: Ability to stay abreast of their specialty and readily adjusts to new ideas and techniques.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1. To your knowledge, is the person reliable, honest, and trustworthy? Yes <input type="radio"/> No <input type="radio"/> (explain in section 6)						
2. If circumstances permitted, would you hire or re-hire the candidate? Yes <input type="radio"/> No <input type="radio"/> (explain in section 6)						
3. Would you recommend the candidate for the job in which he/she has applied? Yes <input type="radio"/> No <input type="radio"/> (explain in section 6)						
4. Signature				5. Date		
6. Use this section to record other pertinent job-related information regarding this applicant.						

**Table 1: Tier 1 – Leadership Positions
GS13/GS14**

*Poland is a 24-month accompanied (Poznan Only) and unaccompanied tour.

**Bulgaria is an 18-month unaccompanied tour.

***Romania 24-month accompanied tour.

Installation	Position	Grade	Directorate
Baumholder, Germany (USAG Rheinland-Pfalz)	DGM	GS14	Europe
**Novo Selo Training Area, Bulgaria (USAG Rheinland-Pfalz)	DGM	GS14	Europe
Brunssum, the Netherlands (USAG Benelux)	DGM	GS14	Europe
Brussels, Belgium (USAG Benelux)	DGM	GS14	Europe
Garmisch, Germany (USAG Bavaria)	DGM	GS14	Europe
Hohenfels, Germany (USAG Bavaria)	DGM	GS14	Europe
Livorno, Italy (USAG Italy)	DGM	GS14	Europe
*Powidz, Poland (USAG Poland)	DGM	GS14	Europe
***Army Support Activity Black Sea, Romania (USAG Rheinland-Pfalz)	DGC	GS14	Europe
*Zagan, Poland	DGM	GS14	Europe

Table 2: Tier 2 – Leadership Positions, GS15

Installation	Position	Grade	Directorate
Ansbach, Germany	DGC	GS15	Europe
Bavaria, Germany	DGC	GS15	Europe
Benelux, Belgium	DGC	GS15	Europe
Poznan, Poland	DGC	GS15	Europe
Rheinland-Pfalz, Germany	DGC	GS15	Europe
Stuttgart, Germany	DGC	GS15	Europe
Vicenza, Italy	DGC	GS15	Europe
Wiesbaden, Germany	DGC	GS15	Europe
IMCOM Directorate Europe	CoS	GS15	Europe