DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON ITALY
UNIT 31401, BOX 41
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IMIT-ZB

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Garrison (USAG) Italy Standard Operating Procedure (SOP) for Civilian Recruitment and Selection

1. References.

a. Title 5, United States Code, Government Organizations and Employees

b. 5 United States Code, Section 2301

c. AER 690.300.335.1, Merit Promotion and Placement, 23 June 2010

d. AER 690-530, Pay setting Policy, 1 April 2004

e. Memorandum, HQ IMCOM, IMHR-C, 10 June 2014, Subject: Policy Memorandum 690-900, Delegation of Civilian Hiring Authority

f. Memorandum, IMCOM-Europe, IMEU-HRD-C, 19 March 2015, Subject: IMCOM-Europe Delegation of Civilian Hiring Authority

g. Memorandum, HQ IMCOM, IMHR-C, 25 Aug 2014, Subject: Extension and Update of IMCOM Civilian Human Resources Delegation Authorities, Version 01-2014 and Issuance of Civilian and Military Awards Delegations

h. AR 25-400-2, The Army Records Information Management System (ARIMS), 2 October 2007

2. Purpose: To establish policies and procedures to ensure timely recruitment and selection of the best-qualified civilian candidates, while complying with merit principles, and Office of Personnel Management, Department of Defense, and Department of Army regulations and guidance.

3. Applicability: This policy applies to all USAG Italy Appropriated Fund (APF) and Local National (LN) positions, with the exception of the Deputy to the Garrison Commander (DGC) position. This policy does not apply to Non-Appropriated Fund positions.

4. Responsibilities. The Vicenza Civilian Personnel Advisory Center (CPAC) is the primary source of information on the Army-wide procedures used to hire civilians.

The USAG Italy Director of Human Resources (DHR) is responsible for promulgating IMCOM, IMCOM-Europe and USAG Italy procedures to implement that guidance.

Recommending and approving officials must enforce all aspects of this policy. Nothing in this policy is intended to replace, supplant, or modify any of the references cited above.

a. In general, recruitment and selection processes are competitive. Hiring officials are to fill civilian vacancies with the best qualified and available applicant through competitive procedures utilizing a fair, impartial and objective vetting and selection process.

b. Hiring Managers must route non-competitive selections (i.e. VRA appointments, reassignments, reinstatements, etc.) through the Director for Deputy to the Garrison Commander (DGC) approval, or DGC endorsement if the action requires IMCOM Europe Director approval.

c. Management-directed reassignments should be considered in advance of regular hiring procedures when it will result in a reduction of over-hires within the organization and/or USAG Italy.

d. A hiring manager may opt for an abbreviated selection process for temporary and/or term hiring actions that are 120-days or less in duration but must still obtain DGC approval for selections.

e. All exceptions to the recruitment and selection process outlined below must be approved by the DGC.

5. Timing of recruitment. In general, the garrison will support an overlap between inbound and outbound personnel, and overlap time should be maximized for key positions. Hiring Managers are responsible for initiating the recruitment process within 72 hours of notification of a vacancy, even if the departure date of the incumbent is unknown. This includes vacancies due to resignation, curtailment, retirement, reassignment, termination, and/or notification of disapproved overseas tour extension. In all cases, hiring managers should initiate the recruitment process 12 months in advance of estimated departure or as soon as notified if less than 12 months.

6. USAG Italy recruits personnel through a **four-phase** process as outlined below. A Hiring Manager's Checklist is provided for reference in **Appendix A**:

a. Phases:

(1) Phase One: Hiring Approval (RCH Portal)

(2) Phase Two: Request for Personnel Action (RPA)

(3) Phase Three: Resume Review, Interview and Reference Checks

(4) Phase Four: Selection

b. **Phase One: Hiring Approval.** The Directorate of Resource Management (DRM) Manpower Branch is responsible for the civilian hire request process.

(1) Hiring managers initiate a request for personnel recruitment using the current Request for Civilian Hire (RCH) form on portal: https://intranet.eur.army.mil/imcom-e/vi/RMO/RCH/default.aspx . Upon submission, the portal will assign an internal tracking number, or RCH number.

(2) In preparation for later phases, the RCH will include a resume review matrix, composition of hiring panel, and EEO officer approved interview questions.

(3) Only the USAG Italy Garrison Commander (GC) or the DGC may approve a hiring action; this authority cannot be delegated. The GC or DGC may choose to consider input from a prioritization board.

(4) Once a hiring action is approved, the RCH requestor will receive a confirmation message and has three working days to submit an RPA.

c. **Phase Two: Request for Personnel Action (RPA).** Within three days of RCH approval, an RPA should be submitted.

(1) Prior to initiating the RPA, the hiring manager will coordinate with the Civilian Personnel Advisory Center (CPAC) to discuss specific criteria for the job announcement, including the Strategic Recruitment Discussion (SRD) review. In general, positions will be announced for a period of 10 calendar days.

(2) Hiring Managers will conduct a review of the Position Description (PD) and submit proposed changes and/or updated review to CPAC via the Defense Civilian Personnel Data System Portal (DCPDS) at https://compo.dcpds.cpms.osd.mil/. All PDs will be reviewed annually at a minimum.

(3) Submit the RPA via AUTONOA and attach the following items: SRD, and RCH approval.

d. **Phase Three: Resume Review, Interviews and Reference Checks.** Hiring managers will assemble a diverse panel of at least three members, who may be civilian or military personnel. At least one panel member must be the same grade or higher than the position being hired against. At least one of the panel members must be from outside the directorate or support staff office. The hiring manager will designate a lead to facilitate the panel. The panel will conduct resume reviews and interviews within 10 days of receiving the selection list. The lead or hiring manager must conduct reference checks. Only the GC or DGC may approve exceptions to paneling hiring actions.

(1) **Resume Review.**

(a) A resume review matrix must be created and approved by the hiring manager before the hiring panel reviews any resumes. Criteria should come directly from the position description. Sample resume review matrix is provided in **Appendix B.**

(b) Immediately following the issuance of a referral list, the hiring manager will provide the panel lead with the resumes, resume review matrix, interview questions, etc.

(c) Panel members will review all resumes independently prior to convening and/or discussing candidates; members will score the resumes and provide notes (discussion points) for each. Upon completion of resume reviews, panel members should forward their resume review matrices with comments to the lead. The lead will compile and identify candidates to be interviewed within five working days.

(2) **Interviews.**

(a) The Equal Employment Office (EEO) Officer must approve the list of interview questions before interviews are conducted. A list of approved interview questions and sample procedures are provided in **Appendix C**.

(b) At a minimum, the top three candidates, as identified with the highest total scores on the combined resume review matrix will be interviewed by the panel.

(c) Panel members will ask each candidate the same questions and in the same order.

(d) Panel members and/or hiring managers may not discuss pay, grade or benefits with applicants, and must refer all such inquiries to CPAC.

(e) Panel members provide the lead with a rating score for each candidate and notes taken during the interview. The lead will compile ratings and notes.

(f) Following the interviews, the panel should identify the top candidate, as well

as first and second alternate candidates. The lead must annotate the reasons for selections and non-selections of all candidates, and will forward the panel's selections to the hiring manager, along with resumes, scoring matrix and interview documentation.

(3) **Reference Checks.** Reference checks are to be conducted for the top three candidates. Subject to the applicant's authorization, at a minimum, the candidate's current and one previous supervisor will be contacted. Sample reference questions are provided in **Appendix D.**

e. **Phase Four: Selection.**

(1) **DGC Approval.** Before notifying CPAC of a selection, hiring managers must obtain written approval from the DGC. The following information should be included in the approval request to the DGC and a sample request memo is at **Appendix E**:

(a) Name of top three candidates, identifying top candidate, first and second alternates

(b) Resumes of the top three candidates

(c) Names of hiring panel members

(d) Scoring matrix indicating combined ratings/scores and notes from resume review and interviews

(e) Interview question list

(f) Justification for the selection of top candidate, first and second alternate

(g) Information obtained through reference checks to include who was contacted and any information provided by references (e.g. a copy of any email traffic)

(h) Additional information about waivers required, if applicable (e.g. Overseas Tour Extension (OTEX), or CONUS physical presence requirement)

7. Upon DGC approval, the hiring manager will notify CPAC of the selection and will note the selection in USASTAFFING, adding a brief justification for the selection based on merit (e.g. "Candidate was considered the best qualified candidate possessing superior skills in XXXX, for this XXX position.") Selection in USASTAFFING will be made NLT 15 days after issuance of the referral list.

If the hiring manager is unable to complete the selection within 15 days, they must provide a justification to DHR via e-mail and carbon copy the DGC. All personnel

processing, to include making tentative and final offers, establishing entry on duty dates, data entry, payroll coordination, Living Quarters Allowance (LQA) eligibility determination, and other entitlements are the CPAC's responsibility, after coordination with the hiring manager. The hiring manager will assign a sponsor when an offer is accepted.

8. Selectees must be able to complete at least one year in USAG Italy before reaching their DEROS. If this is not possible without an extension, the selecting official must request an OTEX. The OTEX process must be coordinated through DHR, and an approved tour extension must be obtained before a final offer can be made.

9. Pay setting. IAW reference 1.c. and 1.d., advance in-hire pay is delegated to the USAG Italy GC up to GS-## (all grades) step 5 and to the IMCOM Europe Director for GS-## (all grades) step 6 and above. Highest Previous Rate (HPR) is delegated to Directors and authorizes 2 pay grades up to GS-9, HPR is authorized at 1 pay grade for GS-11 and above. All HPR requests outside of these parameters require GC approval. All pay setting actions will be coordinated through the DHR for processing before receiving GC approval.

10. Temporary promotions are intended for meeting the needs of an agency's program when necessary services cannot be provided by other means; all proposed temporary promotions must receive DGC approval. The temporary promotion or assignment of an employee to a higher graded position for a specified period requires the employee to return to his/her permanent position upon the expiration of the temporary action. The temporarily promoted employee receives the higher graded salary for the period assigned without competition, up to 120 days for US and up to 90 days for LN employees. Any temporary promotions for more than 120 days for US and/or more than 90 days for LN must be processed under competitive procedures. For more information, refer to Reference 1.a.

11. Hiring Managers will maintain files on hiring actions, selections and pay setting approvals as prescribed by AR 25-400-2, copies will be forwarded to DHR for statistical and tracking purposes.

12. POC for this SOP is the DHR, Ms. Monika Bunch, DSN 637-7493, email monika.j.bunch.civ@mail.mil.

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FRANK W. LANDS
Deputy to the Garrison Commander

APPENDICES:
A: Hiring Manager's Checklist
B: Resume Review Matrix Sample
C: Interview Procedures and Sample Questions
D: Reference Check Guidance
E: Hiring Request Memo sample