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U.S. ARMY TRAINING CENTER (USATC)
CIVILIAN PERSONNEL HIRING AND SELECTION PROCESS

OFFICIAL



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Commanding

History. This is a revised civilian personnel hiring and selection publication specifically for the use of the U.S. Army Training Center and Fort Jackson (USATC&FJ) organization and personnel.

Summary. This memorandum establishes policies and procedures for the civilian hiring and selection process.

Applicability. This memorandum applies to all units reporting directly to this Headquarters, to include directors, chiefs, and staff offices.

References.

- a. Title 5, United States Code, Section 2301 (Merit System Principles).
- b. Title 5, United States Code, Section 2302 (Prohibited Personnel Practices).
- c. Title 5, Code of Federal Regulations, part 575 (Recruitment, Relocation, and Retention Incentives).
- d. Army Regulation 690-300 (Civilian Personnel Employment).

Suggested Improvements. The proponent of this memorandum is the G-8, Manpower and Equipment Division (MED). Send comments and suggested improvements on a DA Form 2028 (Recommended Changes to Publications and Blank Forms).

Summary of Changes

There are no changes to this document.

CONTENTS

	Page
1-1. Objective and Purpose	2
1-2. Policy	2
1-3. General Procedures	2
1.4. Exceptions	2
1-5. Recruitment, Relocation and Retention Incentives	3
1-6. Permanent Change of Station	4
1-7. 180 Day Waiver for Hiring Retiring Military	4
1-8. Position Description	4
1-9. Recruitment Procedures	5
1-10. Selection Panel and Matrices	6
1-11. Areas to Avoid During an Interview	7
1-12. Merit System Principles	7
1-13. Prohibited Personnel Practices	8
1-14. Audit Purposes	9
Appendix A - Example Resume Screening Worksheet	10
Appendix B - Example Panel Member Interview Scoring Sheet	11
Appendix C - Example Final Consolidated Interview Score Sheet	12
Appendix D - Example Selection Statement	13

1.1 Objective and Purpose. To implement a hiring process with high standards of integrity, efficiency, and effectiveness ensuring applicants competing for positions within the USATC are fairly considered and allowing for hiring the best qualified candidate.

1.2. Policy. To standardize our civilian hiring process and increase transparency, the use of a resume screening matrix is required for filling all permanent positions. Interview panels are mandatory when competitively filling all permanent legal (0900 series) and GS11 and above positions, with the exception of the exclusions referenced in paragraph 1.4.

1.3. General Procedures. Adhere to the use of the basic principles of human resources and talent management in hiring the best qualified candidate for each position. Selection processes will follow the merit system principles and avoid prohibited personnel practices.

1.4. Exceptions. Current exclusions to the policy include:

a. Non-competitive promotions not to exceed 120 days.

b. A planned management action (PMA). Occurs when there is no true vacancy and is not permitted to add to their end-strength; and higher graded work (i.e., complexity, scope, etc.) is being added to a position requiring a change in mission, realignment of work within the organization, restructuring, or other influencing command guidance. This action requires U.S. Army Training and Doctrine Command (TRADOC) Force Structure Board (FSB) approval

prior to submitting documents to the Civilian Human Resource Servicing Center (CHRSC).

c. Accretion of duties. Unplanned, gradual increase in complexity, range and/or level of difficulty in the tasks/duties for an individual position within a work unit. In most cases, the responsible supervisor does not have a specific plan outlined to document the new duties because they appear to be temporary in nature or they have occurred gradually over a period of time. An accretion usually occurs because of an unexpected organizational change, redistribution of mission or function responsibilities, workload shifts, technology changes, and/or workforce realignments.

(1) There are no other employees at the same grade in the unit supervised by the hiring official who are performing substantially the same duties as those performed by the employee prior to addition of new duties and responsibilities.

(2) The duties of the former position are administratively absorbed into the new position.

(3) The addition of the duties and responsibilities does not result in an adverse impact on another encumbered position, such as abolishing the position or reducing the known potential of another position.

(4) The employee meets all eligibility and qualification requirements for the position.

(5) All accretion of duty actions will be approved by the USATC Force Structure Board (FSB). Upon approval, the packet will be sent through the TRADOC Deputy Chief of Staff (DCS), G-1/4 and after the DCS, G-1/4 completes their review, the requesting organization must submit a request to the TRADOC FSB for a decision (approval/disapproval). An accretion request will only be sent to the servicing CHRSC after the TRADOC DCS, G1/4 review is complete and the TRADOC FSB has approved the organization's accretion request. Contact the G-8, MED for additional guidance on this process.

d. A position change permitted by reduction in force procedures.

e. Lateral reassignment without competition only for a non-supervisory position. .

f. Filling a vacancy using direct hiring authority.

1.5. Recruitment, Relocation, Retention Incentives.

a. Recruitment. May be approved for hard to fill positions on a case-by-case basis. The hiring official will coordinate through the G-8, MED for funding availability and required documentation. Incentives may start no higher than 15 percent of base pay but will not exceed 25 percent base pay at any time.

b. Relocation. Offered only to current Federal employees. This incentive may be authorized for up to 25 percent of the amount of an employee's annual basic pay at the beginning of the

service period (to include either locality pay or a special rate supplement). The employee must have at least a "fully successful" performance rating of record for the position held immediately before the relocation. A residence in the new geographic area must be established by the employee before the relocation incentive is paid. Relocation incentives only apply in filling a permanent position. Before receiving a relocation incentive, an employee must sign a written agreement to complete a specified period of employment. Contact the G-8, MED for documentation and service agreement requirements.

c. Retention. Incentive to a current employee may be considered, if the command determines the unusually high or unique qualifications of the employee make it essential to retain the employee and the employee would be likely to leave the Federal service in the absence of a retention incentive. A retention incentive may be paid only when the employee's rating of record under an official performance appraisal or evaluation system is at least "fully successful" or equivalent. The incentive may start no higher than 15 percent of base pay but will not exceed 25 percent base pay at any time. A one-year service obligation, per \$5,000, will be incurred. Retention incentives may be paid as follows:

(1) In installments after the completion of specified periods of service during the course of the full service period (biweekly, monthly, quarterly, etc.); or

(2) As a single lump-sum payment after the completion of the full period of service required by the service agreement.

An agency may not pay a retention incentive as an initial lump-sum payment at the start of a service period or in advance of fulfilling the service or installment period for which the incentive is being paid.

1.6. Permanent Change of Station (PCS). Personnel in the grades of GS13 and above may qualify for a full Army PCS move; prior approval from the Budget Officer and the Chief of Staff is required prior to initiating the hiring action. The vacancy announcement will include PCS cost authorized.

1.7. 180-Day Waiver for Hiring Retiring Military. Per the FY17 National Defense Authorization Act, military service members must be retired from the Armed Services for at least 180 days (without a waiver) before entering into Federal employment as a civilian. An approved waiver from TRADOC is required prior to the final job offer. Contact the G-8, MED for the approval process and required documentation.

1.8. Position Description (PD).

a. Changes to duties, roles, responsibilities, or requirements are prohibited on Army standardized PDs (i.e., SHARP, legal assistant O/A). Minor "pen and ink" changes like inserting name of the installation are permitted. Submit PD changes to G-8, MED for coordination with the CHRSC for approval.

b. USATC standardized PDs will not be changed without approval from both brigade commanders or the Chief of Staff, depending on unit of assignment. Submit requests to the G-8, MED including a justification of why the PD should be changed, track changes within the Microsoft Word PD document, and endorsements from units or activities that share the standardized PD. Currently the following areas within the USATC are standardized:

- (1) All brigade and battalion positions.
- (2) 120th Reception Battalion processors.
- (3) Ammunition delivery.
- (4) Budget analyst.

c. PD Review. Supervisors will conduct an annual review no later than 28 February, ensuring the information is accurate and consistent with current USATC missions. For minor "pen and ink" changes, use track changes within the Microsoft Word document. Forward document to G-8, MED for review and request for personnel action (RPA) submission to CHRSC. Contact G-8, MED for major updates to duties and/or factors to discuss how the proposed changes may affect the grade or classification of the position. Additional coordination and approval may be required.

1.9. Recruitment Procedures.

a. Request for Civilian Hire.

(1) The respective unit civilian liaison will submit an email to the G-8, MED identifying date of the vacancy, reason employee is leaving the position, the gaining civilian personnel center point of contact, and a forwarding email address of the departing employee. If changes to the PD are required, submit the PD with track changes using Microsoft Word attached to the email.

(2) G-8, MED will verify the table of distribution and allowances (TDA) paragraph and line number of the vacant position and obtain funding from the G-8, Budget Officer. Approval from TRADOC for exceptions may be required if USATC exceeds the higher headquarters directed 98 percent authorized civilian strength levels.

(3) G-8, Manpower and Equipment Division will:

(a) Notify the respective unit civilian liaison to initiate the request for personnel action (RPA) and routing instructions.

(b) Track hiring actions and provide updates as required.

(4) Each respective unit civilian liaison will maintain a digital record all hiring actions for a minimum of two years after the hiring decision.

(5) The CHRSC human resource specialist will coordinate with the hiring official to conduct the strategic review discussion (SRD) and the job analysis (JOA). CHRSC uses this information to develop the job announcement.

1.10. Selection Panel and Matrices. The use of selection panels and selection matrices ensure objectivity throughout the hiring process. The selection panel process is beneficial because it provides varying perspectives and helps to eliminate biases. The panel is a team of individuals committed to reviewing applicants' resumes, interviewing candidates, and subsequently recommending the best qualified candidates for final selection. Ultimate accountability for the selection remains with the hiring official.

a. **Resume Screening Matrix.** This matrix is used to rate each applicant's resume and identify the most qualified candidates. The hiring official will identify job qualifications, work experience, knowledge and skill sets, etc., by using a rating criterion within a screening matrix. The hiring official will determine the cut-off score and identify which candidates to interview (see Appendix A). The screening matrix provides support in the event of any hiring challenges. Hiring officials may contact candidates' references and document responses as part of the selection process.

b. **Selection Panel and Documents.** Selection panels are mandatory for all permanent GS11 and above positions, when competitively hiring non-excluded positions identified in paragraph 1.4 for all USATC vacancies. Guidelines for selection panels are as follows:

(1) Panels must be diverse (e.g., minority, sex) and consist of at least three members (military and/or civilian), each of whom is of equal or higher-grade equivalency to the vacant position and reasonably familiar with the duties and responsibilities of the position. It is recommended at least one Fort Jackson subject matter expert employed outside of USATC should sit on the hiring panel for filling all GS11 and above positions.

(2) Panel members will recuse themselves as soon as a conflict of interest between themselves and any of the candidates becomes evident. A conflict of interest may occur if a personal relationship exists between the applicant and the panel member. Employees who expect to compete for the vacancy will not participate in any part of the recruitment and selection process.

(3) When conducting interviews, panel members in collaboration with the hiring official will develop pre-determined relevant interview questions. Panel members will annotate their questions on an interview scoring matrix (see Appendix B). Each panel member will rate candidates on each element ranging from 1 to 5 (5 being the best) and provide any additional comments which contribute to the selection process.

(4) All candidates will be asked the same questions.

(5) Once the board has completed interviews, the hiring official will collect the panel's interview score sheets and record all the candidate's total scores on the final consolidated

interview scoresheet (Appendix C). The panel members may discuss the applicant responses; however, the panel members need not agree on points awarded.

(6) The hiring official will:

(a) Select a primary and alternate candidate.

(b) Consider the resumes, interviews, and any reference check results.

(c) Based upon merit system principles, select the best qualified candidate. If there is not a second viable candidate from the referral list, and the primary selection declines the job offer, the hiring official must justify in writing why no other candidates on the referral list are qualified before CHRSC will consider re-announcing the position. This justification is required to defend any hiring challenges.

(d) Prepare and digitally sign CHRSC selection statement (Appendix D) outlining:

(1) How did the applicant rate during the resume and interview screening process?

(2) What qualifications/skills/knowledge/experience did the applicant possess that are important for the position?

1.11. Areas to Avoid During an Interview. During an interview, if the candidate has a perception that there is discrimination, it is just as detrimental as if it really exists. To avoid conflict with EEO regulations and a perception of discrimination, all interview questions will be job-related. Avoid the areas listed below during an interview:

Date of Birth - Age	Medical History
Sex, Race, Color, Religion, National Origin	Military Family Member Status
Disability of any kind	How many children do you have
Marital Status	Child Care Arrangements

There are some instances where prejudicial questions are rephrased and are job related. See below for examples:

PREJUDICIAL QUESTIONS	REPHRASED QUESTIONS
Would your husband or children object to your being away in a travel status?	This position requires extensive travel - will that present problems?
Do you have family commitments that would keep you from working overtime?	This position requires overtime one Saturday each month. Will that present any problems?

1.12. Merit System Principles. Merit system principles are the expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees. It is important that hiring officials and managers incorporate the merit system principles into every decision process they use. The merit system

principles are:

- a. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
- b. Treat applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicap condition, and with proper regard for their privacy and constitutional rights.

1.13. Prohibited Personnel Practices.

- a. Do not discriminate on the basis of race, color, religion, sex, national origin, age, disability, marital status, or political affiliation.
- b. Do not solicit or consider improper employment recommendations.
- c. Do not coerce or consider an employee's political activity.
- d. Do not deceive or obstruct any person with respect to such person's right to compete for employment. Do not violate veteran's preference requirements.
- e. Do not 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.
- f. Do not give unauthorized preference or improper advantage.
- g. Do not employ or advocate for a relative.
- h. Do not retaliate against an employee or applicant who files an appeal or a whistleblower claim.

1.14. Audit Purposes. All documents used for the hiring and selection process are locally maintained with the respective unit liaison for a minimum of two years after the hiring decision. These documents are subject to command inspections.

APPENDIX A

RESUME SCREENING WORKSHEET EXAMPLE

[illegible]

APPENDIX B

**PANEL MEMBER INTERVIEW SCORING SHEET
EXAMPLE**

VACNCY (TITLE/SERIES/GRADE) _____ Unit/Activity: _____

CANDIDATE'S NAME: _____

ELEMENT 1 (QUESTION): 0-5 points (____)

ELEMENT 2 (QUESTION): 0-5 points (____)

ELEMENT 3 (QUESTION): 0-5 points (____)

ELEMENT 4 (QUESTION): 0-5 points (____)

ELEMENT 5 (QUESTION): 0-5 points (____)

Additional Comments:

PRINT PANEL MEMBER NAME: _____

TOTAL PTs: _____

SIGNATURE: _____

DATE: _____


APPENDIX C

FINAL CONSOLIDATED INTERVIEW SCORE SHEET
EXAMPLE

POSITION TITLE, SERIES, GRADE: _____				
ORGANIZATION, LOCATION: _____				
Panel Members Overall Score				
CANDIDATE'S NAME	PANEL MEMBER NAME	PANEL MEMBER NAME	PANEL MEMBER NAME	TOTAL POINTS
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
PRIMARY SELECTION: _____				
SECONDARY SELECTION: _____				
JUSTIFICATION IF DID NOT SELECT HIGHEST SCORING CANDIDATE: 				
HIRING OFFICIAL NAME: _____				
SIGNATURE HIRING OFFICIAL: _____				
DATE: _____				

APPENDIX D

SELECTION STATEMENT
EXAMPLE

SELECTION STATEMENT				
<i>Please indicate the merit based reasons for selection for the following position:</i>				
Selectee:	MICKEY MOUSE			
Position Title:	SECRETARY (Office Automation)			
Pay Plan:	GS	Series:	0318	Grade: 07
Position Description Number:			DU186953	
1. How did this applicant rate during the resume and interview screening process?				
<p>The applicant selected scored the highest of all applicants that applied for the this position. The initial screening of all applicants, yielded the highest score of 55 out of 120 points for each applicant. Subsequently, a four panel member interview comprised of leaders from the brigade staff was conducted and the applicant scored the highest with 199 out of 300 total points. The final interview with the Brigade Commander yielded the applicant being selected by the Brigade commander based on her responses to situational based questions, knowledge of secretarial procedures and protocol, and overall interpersonal skills.</p>				
2. What qualifications/skills/knowledge/experience does this applicant possess that are important for this position?				
<p>The applicant presented a tremendous amount of knowledge on legal processing requirements, administrative procedures and protocols, Microsoft office suite mastery, and experienced level of understanding in dealing with SR leaders and deescalation techniques that is required for the brigade commander's secretary.</p>				
HIRING / SELECTING OFFICIAL:		Signature: 		

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