

DEPARTMENT OF THE ARMY
Headquarters, United States Army
Army Training Center (USATC)
Fort Jackson, South Carolina 29207-5015

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USATC CIVILIAN PERSONNEL HIRING AND SELECTION PROCESS

Summary. This memorandum establishes policies and procedures for the USATC civilian hiring and selections 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. Proponent of this memorandum is the G-8, Manpower Division. Send comments and suggested improvements on a DA Form 2028 (Recommended Changes to Publications and Blank Forms).


PATRICK R. MICHAELIS
Brigadier General, USA
Commanding

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

1.2. Policy. In order 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 (900 series) and GS09 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 this policy include:

- a. Non-competitive promotions not to exceed 120 days.
- b. A planned management action.
- c. Accretion of duties. A promotion resulting from an employee's position being classified at a higher grade because of additional duties and responsibilities. These actions are considered as upgrading the employee's existing position, not filling a vacancy. The employee

will continue to perform the same basic duties of his or her former position. Such promotions may take place if:

(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.

d. Promotion resulting from the upgrading of a position without significant change in the duties and responsibilities due to issuance of a new classification standard or the correction of an initial classification error.

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

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

g. Filling a vacancy using direct hiring authority.

1.5. Recruitment, Relocation, Retention Incentives.

a. Recruitment. Incentives may be approved for hard-to-fill positions on a case-by-case basis, approved by the Chief of Staff prior to the offer. The hiring official will coordinate through G-8, Manpower Division, 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. A one year service obligation, per \$5,000, will be incurred.

b. Relocation. Personnel in the grades GS13 and above may qualify for reimbursement of relocation expenses if determined to be in the government's best interest. Relocation incentives 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. Justification for paying a relocation incentive must be documented in writing, addressing the specific criteria, and must be approved by the Chief of Staff prior to starting the hiring process. The vacancy announcement will include the statement, "relocation costs (i.e., permanent change of station) may be

authorized". 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, Manpower Division, for criteria, format for the request memorandum, and service agreement.

c. Retention. An incentive to a current employee may be considered, if the command determines that 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. 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 the U.S. Army Training and Doctrine Command (TRADOC) is required prior to the final job offer. Contact the G-8, Manpower Division, for the approval process and required documentation.

1.7. 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 changes to G-8, Manpower Division, for coordination with the Civilian Personnel Advisory Center (CPAC) 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, Manpower Division, including a justification of why the PD should be changed, track changes within the PD document, and endorsements from units or activities that share the

standardized PD. All vacancies will be considered for standardization of like positions when possible. 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 31 July, ensuring the information is accurate and consistent with current USATC missions. For minor “pen and ink” changes, use track changes within the word document. Forward document to G-8, Manpower Division, for review and request for personnel action (RPA) submission to CPAC. Contact G-8, Manpower Division, for major updates to duties and/or factors to discuss how proposed changes may affect the grade or classification of the position. Additional coordination and approval may be required.

1.8. Recruitment Procedures.

a. Request for Civilian Hire.

(1) The requesting activity will submit an email to the G-8, Manpower Division identifying date of vacancy, reason employee is leaving the position, a short justification on why the position needs to be filled, and the recruitment PD number. If changes to the PD are required, submit the PD with track changes attached to the email.

(2) The hiring official will create, sign, and date the position designation automated tool (PDT) located at website <https://pdt.nbis.mil/>. PDT assesses the security risk level of the position and is required on all hiring actions. Forward the completed PDT form to G-8, Manpower Division.

(3) G-8, Manpower Division will:

(a) Prepare civilian hiring requests, verify funding, and obtain approval from the Chief of Staff. Approval from TRADOC for exceptions may be required if USATC exceeds the higher headquarter’s directed 98 percent authorized civilian strength levels.

(b) Track actions and provide updates to leadership as required.

(c) Maintain a digital record of all hiring actions for a minimum of three years after the hiring decision.

b. RPAs, PDs, and strategic recruitment discussion (SRD).

(1) G-8, Manpower Division, will notify the requesting activity of the hiring decision.

(2) The respective civilian liaison will initiate the RPA within the civilian human resources personnel system, routing action to the G-8 for processing.

(3) The CPAC human resource specialist will coordinate with the hiring official to conduct the SRD including a job analysis, review of the position occupational assessment, and draft announcement.

1.9. 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 criteria within the 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 Panels and Documents. Selection panels are mandatory for all permanent legal and GS09 and above, 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, gender) 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. For filling all GS11 and above positions, at least one Fort Jackson subject matter expert employed outside of USATC will sit on the hiring panel.

(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) Hiring officials will select a primary and alternate candidate. The hiring official will consider the resume, interviews, and any reference check results, then 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 selecting official must justify in writing why no other candidates on the referral list are qualified before CPAC will re-announce the position. This justification is required to defend any hiring challenges.

(7) If the hiring official does not agree with the board on selecting the highest scoring candidate, a written justification is required outlining why he/she chose a different candidate listed on the final consolidated interview sheet. In the event of a tie, the hiring official will justify why one particular candidate was chosen over the other(s).

1.10. 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?

1.11. Merit System Principles. Merit system principles are the expectations of a system that is efficient, effective, and 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.

1.12. Prohibited Personnel Practices.

a. Do not discriminate on the basis of race, color, religion, sex, national origin, age, handicap condition, 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 a position.

f. Do not give unauthorized preference or improper advantage.

g. Do not employ or advocate for a relative.

h. Do not retaliate against an applicant who files an appeal or a whistleblower claim, whether an employee or applicant.

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

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APPENDIX A

RESUME SCREENING WORKSHEET

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APPENDIX B
PANEL MEMBER INTERVIEW SCORING SHEET

VACNRY (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

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: _____				