



**DEPARTMENT OF THE ARMY**  
**U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE**  
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09 MAR 2022

ATZT-CSW (1e)

MEMORANDUM FOR Maneuver Support Center of Excellence (MSCoE)  
Directors/Managers

SUBJECT: Revised Memorandum of Instruction for the MSCoE Civilian Personnel  
Hiring and Selection Process

1. References:

- a. Section 2301 (b), Title 5 (United States Code, Merit System Principles) 3 Jan 12.
- b. Section 2302 (b), Title 5 (United States Code, Prohibited Personnel Practices) 7 Jan 11.
- c. Office of Personnel Management, (Structured Interviews: A Practical Guide) Sep 08.
- d. Memorandum, HQ TRADOC, ATBO-C, subject: (TRADOC Recruitment, Relocation, and Retention Incentives Plan) 23 Jul 19.
- e. Memorandum, HQ TRADOC, ATBO-C, subject: (Delegation of Civilian Human Resources Authorities, Version 02-2017) 25 Jun 19.
- f. Memorandum, ASA (M&RA), SAMR-CP, subject: (Delegation of Authority – Appointment of Military Member Within 180 days of retirement) 24 May 17.
- g. DoD Instruction (DoDI) 1400.25, Vol. 531, 18 Jul 2006, administratively reissued, subject: (DoD Civilian Personnel Management System: Pay Under the General Schedule) 18 May 09.
- h. DoD Instruction (DoDI) 1400.25, Vol. 575, DoD (Civilian Personnel Management System: Recruitment, Relocation and Retention Incentives, and Supervisory Differentials) 2 Feb 18.
- i. DoD Instruction (DoDI) 1400.25, Vol. 631, subject: (DoD Civilian Personnel Management System: Credit for Prior Non-Federal Work Experience and Certain Military Service for Determining Leave Accrual Rate) 31 Aug 09.
- j. DoD Instruction (DoDI) 1402.01, subject: (Employment of Retired Members of the Armed Forces) 9 Sep 07.

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k. U.S. Army Training and Doctrine Command Hiring Guide, Jan 20.

2. Purpose: To implement a hiring process with high standards of integrity, efficiency, and effectiveness that ensures applicants for positions within the MSCoE are fairly considered and allows for the selection of the best qualified candidate for each position.

3. Applicability: This MOI applies to hiring within the Department of the Army (DA), U.S. Army Training and Doctrine Command (TRADOC), at the U.S. Army Maneuver Support Center of Excellence (MSCoE).

4. General Procedures: This command will use the basic principles of human resources and talent management to select the best qualified candidate for each position. Selection processes will adhere to Merit System Principles, adapted from § 2301 (b) of the title 5 United States Code (U.S.C.) and Prohibited Personnel Practices, adapted from § 2302 (b) of the title 5 U.S.C listed in Chapters 9 and 10. Outlined below are the mandatory requirements for initiating and completing all hiring actions in order to maintain fairness, creditability, and transparency within the hiring process. Hiring is conducted without regard to race, color, gender, religion, national origin, marital status, age, disability, or sexual orientation.

5. Exceptions: Exclusions to this policy include:

a. Noncompetitive promotions not to exceed 120 days.

b. Planned Management Actions (PMA).

c. Promotions resulting from an employee's position being classified at a higher grade because of additional duties and responsibilities (accretion of duties). These actions are considered as upgrading the employee's existing position, not filling a vacancy. Before management initiates a hiring action, a bill payer must be identified. 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 selecting official who are performing substantially the same duties as those performed by the employee prior to addition of the new duties and responsibilities.

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

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(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. Promotions resulting from the upgrade 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. Filling of temporary/term positions in direct support of mission execution, such as TRAP, and externally funded positions.

#### 6. Incentives:

a. The successful accomplishment of MSCoE's diverse mission depends on a capable civilian workforce. Incentives such as Relocation, Recruitment, Permanent Change of Station (PCS), Superior Qualifications Appointment, Highest Previous Rate (HPR), Advanced In Hire (AIH), Leave Credit for Non-Federal Work Experience, etc., may be considered on a case-by-case basis. Incentives come out of the organization's budget. When utilizing incentives, approving officials must balance hiring the best talent available and being good stewards of limited resources. Incentives may be used to recruit for positions that are critical to the mission, require unusually high or unique qualifications, and are hard to fill. This is a discretionary authority, not an employee entitlement.

b. Requests for incentives must be documented in writing and processed through MSCoE CIVPER, who will process the action through G-8 and the command group. Requests will be provided as soon as the need arises.

c. An incentive may only be authorized for competitive hiring actions. If the possibility of offering an incentive exists, it should be annotated on the Automated Nature of Action (AutoNOA) ticket requesting the hiring action and the vacancy announcement (i.e., incentives "may" be authorized, PCS "may" be authorized, etc.).

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d. See 1.d. – 1.i. under references for further information on incentives. Consult with MSCoE CIVPER for all incentive requests.

7. TRADOC 180-Day Waiver for Hiring Retired Military: Per the FY17 National Defense Authorization Act (NDAA), Military Service members must be retired from the armed services for at least 180 days before entering into federal employment as a Civilian. A waiver package can be requested through MSCoE CIVPER to the CG in accordance with TRADOC's 180-Day Waiver process and required documents.

a. When the selecting official makes a selection and the Civilian Personnel Advisory Center (CPAC) notifies them that the selectee requires a 180-Day Waiver, the selecting official must notify MSCoE CIVPER immediately to initiate and work the request packet. Delay in contacting CIVPER or working the packet in a timely manner, could result in the request being denied.

b. The 180-Day Waiver packet must be compiled and submitted to MSCoE CIVPER for command approval as quickly as possible. There should not be a perception that the position is being held for the retiree. Once a Tentative Job Offer (TJO) has been extended/accepted and the 180-Day Waiver packet has been started, it must be completed before the selectee can be offered a Firm Job Offer (FJO) and an Entrance on Duty (EOD) – even if the candidate passes the 180 day mark.

c. MSCoE CIVPER will then staff the waiver packet to the Staff Judge Advocate (SJA) for the mandatory local legal review. When the local legal review memo is provided by SJA confirming concurrence, MSCoE CIVPER will then staff to the CoS and the CG for signature. Once the memo is signed by the CG, MSCoE CIVPER will staff to TRADOC G-1 for approval.

d. If the review comes back unsatisfactory at any level in the process, the packet will not be forwarded any further. MSCoE CIVPER will notify the selecting official and CPAC that the packet was not approved. The selecting official will then need to make alternate plans for the vacant position.

e. Once an approved waiver has been received back from TRADOC G-1, MSCoE CIVPER will notify the selecting official and the CPAC. Once the waiver approval has been received from TRADOC G-1, the selectee must EOD within 30 calendar days. This is to assure compliance with the statute that a position is not being held open pending retirement of the retired military member.

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8. Recruitment Procedures/Request for Civilian Hire:

a. As a preliminary to submitting a hiring action, the selecting official will review the Position Description (PD) for accuracy, ensuring current conditions of employment (i.e. security clearance, special job conditions, etc.) and all duty requirements are captured.

b. The respective civilian liaison will initiate a Request for Personnel Action (RPA) within the AutoNOA personnel system to G-8 for local approval.

c. Upon approval, G-8 will route the RPA to the CPAC for processing.

d. The CPAC Human Resources Specialist will coordinate with the selecting official to conduct a Strategic Recruitment Discussion (SRD) including a job analysis, review of the position occupational assessment, and the draft announcement.

e. Once the SRD is complete, when the selecting official is conducting interviews and using a panel they will develop interview questions, establish and schedule a hiring panel, assign panel members questions to be asked of each applicant, and develop a pre-panel applicant resume evaluation matrix to be used in scoring candidates.

9. Selection Process:

a. The use of resume reviews, selection panels, and interviews are best practices to ensure objectivity throughout the hiring process. The selection panel process is beneficial because it provides varying perspectives, helps to eliminate biases, and benefits the organization by involving employees and other stakeholders in the hiring decision. The panel is a team of individuals committed to reviewing applicant's resumes and interviewing candidates and subsequently recommending the best qualified candidates for final selection. Ultimate accountability for the selection remains with the selecting official.

b. Non-competitive selections (including lateral reassignments, re-promotions, appointments of veterans, etc.) are authorized for non-supervisory positions after written approval is received from the Deputy to the Commanding General (DtCG) for GS-13s and above and the first GS-15 in the organization for GS-12s and below (Note: school deputy commandant will serve in this role for both their school and associated brigade). Written approval will be provided to MSCOE CIVPER for verification to process the RPA. All supervisory positions will be filled competitively through a merit-based selection

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process. All exception requests going to the DtCG will be routed through MSCOE CIVPER through the CoS to the DtCG for approval.

c. Competitive Selections:

(1) GS-09 and above or equivalent positions will have resume review, selection panels, and interviews. In-person, virtual, or telephonic interviews are required.

(2) GS-08 and below equivalent positions may be selected by the supervisor without a selection panel or interview being conducted. Note: Selection of all supervisory positions regardless of grade will have resume reviews, selection panels, and interviews.

d. The DtCG will be the Selecting Official for all GS-15 positions. The commandants will be the panel chair for their respective organizations and the Assistant Chief of Staff will be the panel chair for all primary and special staff. To ensure the perception of equity, all GS-15 panel chairs will establish a hiring plan prior to announcement and capture the selection rationale in a memorandum for the DtCG prior to selection (MSCOE CIVPER can provide an example).

e. Resume Review: Pre-panel resume evaluation criteria and a matrix are used to help compare resumes with equity and fairness. A matrix is essentially a resume screening checklist required to identify applicants to be interviewed. This checklist provides support in the event of any hiring challenges. The selecting official will identify job qualifications/criteria necessary to do the job, i.e., the knowledge, skills, and abilities listed in the job announcement, using a rating scheme. When appropriate, the selecting official will determine the cut-off score identifying who will get an interview. (MSCOE CIVPER can provide an example.)

f. Selection Panels:

(1) Panels should be diverse (i.e., race, gender) and consist of at least three to five members (Military or Civilian), each of whom is equal or higher grade equivalency to the vacant position and reasonably familiar with the duties and responsibilities of the position. Subject matter experts employed outside the organization should be considered.

(2) Panel members will recuse themselves as soon as a conflict of interest between them and any of the candidates becomes evident. A conflict of interest may

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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) For all selection panels, the selecting official may fulfill or designate the role of panel chair.

(4) When using a panel, once the panel has completed interviews, the selecting official will collect the panel's ranking sheets. The panel members may discuss the applicant responses; however the panel members need not agree on the order they ranked the candidates with the other panel members.

(5) Panel members and selecting officials must honor the confidentiality of information collected from applicants, records, interviews, and selections. All participants are responsible for safeguarding information and for using the information in a fair and equitable manner to assist in selecting the best qualified person for the position.

g. Interviews:

(1) Virtual interviews are acceptable and encouraged when face-to-face interviews are not possible for all candidates. The format for all applicants interviewing for the same position should be conducted in the same manner. For example, one should not be via telephone and another face-to-face.

(2) When conducting interviews all candidates will be asked the same questions and go through the same interview process. The questions will be pre-determined and relevant to assess the applicant's ability to best fulfill the duties of the position; questions should not simply confirm that which is already known by the resume review. It is acceptable to provide some questions to the applicants just prior to the interview to assess deliberate and critical thinking skills. The interview process may consist of the following three components, though not mandatory as there is no prescribed interview process: introduction, interview, and closing. During the introduction, the selecting official should explain the interview process and inform all applicants that the same questions will be asked to each candidate. The final question asked should be, "If offered the position, would you accept it?" Upon closure of the interview, the selecting official should ask the applicant if they have any questions, thank the applicant for their time and participation, and inform them as to when the panel anticipates making a final selection. The results of each interview may be scored or simply discussed and

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applicants ranked by each member; the method will be determined by the selecting official.

(3) Interview questions will be sent to CPAC and EEO for review at a minimum 4 business days prior to the commencement of the interviews. Hiring managers will inform CPAC and EEO of the date and times for the interviews so they may attend.

h. References: Selecting officials or lead interviewer will contact or review the candidate's references and document as part of the selection process. Reference checks are to ensure the candidate is suitable for the position being hired. Reference checks are mandatory for positions graded as GS-13, 14, 15 and equivalent.

10. All supervisors conducting hiring actions have a role to ensure the process is fair and equitable as well as merit-based. The MSCoE CIVPER, CPAC, and EEO Offices are able to assist as needed.

11. Proponency: The proponent for this MOI is the MSCoE CIVPER at (573) 563-4000.



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