

AMIM-LDG-ZA (1e)
 SUBJECT: Garrison Policy 09, Civilian Personnel Hiring Policy

ENCLOSURE 1:

USAG Fort Leonard Wood Position XX (GS-12)

Panel Member Name Here:	Program Knowledge, This is "Specialized" experience needed to do the job.	Supervision and Management Resume shows previous supervisory positions and experience for direction and assignment of tasks	Functional Experience in working within the varied XX programs and xx services.	Analysis Experience. Based on resume, does the candidate possess the ability to work independently	Budget and Resource Management experience.	Functional Training. Training related to needed skills. This would complement on the job Functional Experience.	Leadership Training Mandatory score of 5 pts for CES Advanced or SBLM; 3 pts total for either CES intermediate, PME 1 & II; 2 pts for OLE; and 1 pt for CES Basic or LEAD.	Education Mandatory score of 5 pts for Graduate Degree or higher, 3 pts for Bachelors, and 1 pt for Associates Degree.	Other experiences or training that show diversity and ability to help in other areas	<u>Total Points</u>
GS13 John Doe, Panel Member	Maximum Score of 15 points	Maximum Score of 15 points	Maximum Score of 15 points	Maximum Score of 10 points	Maximum Score of 5 points	Maximum Score of 5 points	Maximum Score of 5 points	Maximum Score of 5 points	Maximum Score of 5 points	Maximum Score of 80 points
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Enclosure 2

Sample Interview Questions by Topic

Note: This serves as an example only. It is recommended that interview questions are limited to no more than 10. The sample questions below are for consideration and not mandatory. Questions not allowed to ask are found at this link: <http://cpol.army.mil/library/permis/6744.html>

Introductory Questions

- What type of position are you seeking?
- Why are you interested in this position?
- What organization besides this one are you looking into?
- Why have you chosen this particular profession?
- What interests you about this job?
- What challenges are you looking for in a position?
- What can you contribute to this organization?
- Where do you see yourself in five years?
- What goals have you set for yourself? How are you planning to achieve them?
- Please highlight your past jobs and what your job duties were.
- How have your educational and work experiences prepared you for this position?
- What work experiences have been most valuable to you and why?
- How has your present or previous job changed while you've held it?
- What were your major responsibilities?
- What unique talent/specialized skill do you offer?
- Why do you feel it is unique?
- To what do you owe your present success?
- What has been your greatest challenge?
- What is your most significant accomplishment to date?
- What type of work environment appeals to you most?
- What characteristics do you think are important for this position?
- Why do you feel that this organization will be a career for you rather than a job?
- Is there anything else I should know about your qualifications for this job?
- If I asked the people who know you well to describe you, what three words would they use?
- What makes you think you can handle this position?

Attendance

- Give me a specific work-related example of a time when you did not meet a deadline. How did you handle it?

Communication

- Give me a work-related example of an idea that has come to you and what you did with it?
- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.
- Have you ever had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?

Conflict Resolution

- Give me a work-related example of a time when you were able to successfully communicate with another person even when you felt the individual did not value your perspective.
- Tell me about a time when you and your previous supervisor disagreed but you still found a way to get your point across.
- Describe a time when you facilitated a creative solution to a problem between employees.

Customer Service/Focus

- Give me a specific work-related example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in defusing the situation?

Decision Making

- Tell me about your most difficult decision and how did you go about making it?
- Tell me about a decision you made but wish you had done differently.
- Tell me about an experience in which you had a limited amount of time to make a difficult decision. What was the decision and the outcome/result of your decision?
- Tell me about a time when you had to make an unpopular decision.
- In a current job task, what steps do you go through to ensure your decisions are correct/effective?
- Give me a work-related example of a time when you had to keep from speaking or deciding because you did not have enough information.

Gaining Commitment

- Give me a work-related example when you initiated a change in process or operations.
- Describe a situation in which you were able to use persuasion to convince someone to see things your way.
- Give me a work-related example of a time when you were able to successfully communicate with another person even when that individual may not have agreed with your perspective.
- Give me a specific work-related example of a time when you had to handle an

angry customer.

- What was the problem and what was the outcome?
- Tell me about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.
- Tell me about your efforts to "sell" a new idea to your supervisor.
- How do you make your feelings known when you disagree with the views of your staff?

Continuous Learning/Development

- Describe a decision you made or a situation that you would have handle differently if you had to do it over again.
- When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give me a work-related example?
- Tell me about a time when your supervisor/co-workers gave you feedback about your work/actions. What did you learn about yourself?
- What have you done to further your own professional development in the last 5 years?

Flexibility/Adaptability to Change

- What do you do when priorities change quickly? Give me one work-related example of when this happened.
- Tell me about a decision you made while under a lot of pressure.
- What types of situations put you under pressure, and how do you deal with pressure?

Innovation

- Can you give me a work-related example of how you have been creative in completing your responsibilities?
- Can you think of a situation where innovation was required at work? What did you do in this situation?
- Give me a situation in which you failed, and how you handled it?

Initiative and Motivation

- Tell me about a team project of which you are particularly proud and your contribution? What motivates you?
- Give me a work-related example of a time when you went above and beyond the call of duty.
- Describe a situation when you were able to have a positive influence on the action of others.

Interpersonal Skills

- Name two management skills that you think you have? Describe the type of manager you prefer.

- What characteristics are most important in a good manager? How have you displayed one of them?
- What have you done in the past to contribute toward a teamwork environment? Describe a recent unpopular decision you made and what the result was.

Leadership

- Describe a leadership role of yours and tell why you committed your time to it. In a particular leadership role you had, what was your greatest challenge?
- What are 3 effective leadership qualities you think are important.
- How have you demonstrated these qualities in your past/current position?
- Describe a situation in which you were able to use persuasion to successfully convince someone to approach things your way. What level was the person you had to persuade?
- Describe a leadership situation that you would handle differently if you had it to do over again.

Planning/Organization

- Give me a specific work-related example of a time when you did not meet a deadline. How did you handle it?
- Using a specific work-related example of a project, tell me how you kept those involved informed of the progress.
- Are you better at working on many things at a time, or are you better at working on and getting results on a few specific things? Please give me two work-related examples that illustrate this.
- How do you decide what gets top priority when scheduling your time?
- What do you do when your schedule is suddenly interrupted? Give a work-related example.

Problem Solving

- Describe the project or situation that best demonstrates your analytical abilities? Give me a work-related example of a problem you solved and the process you used?
- Describe an instance when you had to think quickly to free yourself from a difficult situation.
- Give me a specific work-related example of a time when you used good judgment and logic in solving a problem.
- Give me a work-related example of a time when there was a decision to be made and procedures were not in place? What was the outcome?
- Tell me about a specific time when you eliminated or avoided a potential problem before it happened.
- What types of problems do you most enjoy tackling? Give me some work-related examples of such problems you faced. What did you enjoy about them?
- To whom did you turn for help the last time you had a major problem and why

did you choose that person

Productivity

- Give a work-related example of an important goal that you had set in the past and tell me about your success in reaching it.
- Tell me about a time when you had to complete multiple tasks/projects within a tight timeline. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- Give me a specific work-related example of a time when you did not meet a deadline. How did you handle it?
- Describe a course, project, or work experience that was complex. What kind of follow-up did you undertake? How much time was spent on unexpected difficulties?

Technical/Professional Knowledge

- Give me a work-related example of the most creative project that you have worked on.
- Describe a project that challenged your skill and/ or knowledge?
- Tell me about a project you worked on that makes you most proud. What made it so good? What was your role?

Teamwork

- When you take on a project do you like to attack the project in a group of individuals? What are your team-player qualities? Give work-related examples.
- What have the experiences on your resume taught you about managing and working with people?
- How do you gain the cooperation of others? What were the challenges, outcomes? What was the long-term impact on your ability to work with this person?
- How have you recognized and rewarded a team player in the past? What was the situation?
- Have you ever had difficulty getting along with a colleague? How did you handle that situation so that you could continue to function with that person?
- What did you do in your past positions to contribute toward a teamwork environment?
- When you've had to enter into a team that has already been functioning, what have you found to be some effective techniques?
- Explain a time when a team member was overwhelmed with a project/task, what role did you play in helping?

Enclosure 3:

IMCOM Directorate – Training Civilian Hiring Process for Garrison Leader Positions

IMCOM Directorate – Training Garrison leader positions include:

- Deputy to the Garrison Commander (DGC)
- Resource Management Officer (RMO)
- Plans, Analysis and Integration Officer (PAIO)
- Director of Human Resources (DHR)
- Director of Family Morale and Welfare and Recreation (DFMWR)
- Director of Plans, Training, Mobilization, and Security (DPTMS)
- Director/Deputy Director of Emergency Services (DES)
- Director of Public Works (DPW)
- Public Affairs Officer (PAO)
- Equal Employment Office Manager (EEO)
- Installation Safety Officer (ISO)
- Internal Review Audit and Compliance Officer (IRACO)
- All other supervisory and non-supervisory GS-15 (or equivalent) positions

1. Hiring process for all ID-T Deputy to the Garrison Commander (DGC) positions being filled competitively will comply with IMCOM Policy Memorandum 690-950-2 (Ref 1c.), Command Policy #27 – Improving Civilian Recruitment and Hiring (Ref. 1b), and the following guidelines:

Selection Approval Authority:	ID-T Director
Selecting Official:	Garrison Commander (GC)
Panel Co-Chairs:	ID-T Deputy Director (DD) and Garrison Commander (GC)
Hiring Panel Requirements and Composition:	Résumé and interview panels are mandatory for DGC positions IAW Reb 1b.
	Hiring panels must have 5 Panel Members.
	Each of the 5 members must be equal or senior in grade to position being filled.
	Hiring panel membership must reflect diversity to include both race and gender diversity.
	Hiring panels must include the panel co-chairs and the Installation Support Team (IST) Chief.
	Hiring panel membership will have 2 external panel members. External panel members are defined as members not assigned within ID-T or the hiring installation. <i>Example</i> panel: 1. *ID-T Deputy Director 2. *Garrison Commander 3. *ID-T Installation Support Team (IST) Chief 4. External Panel Member (i.e. ID-R, ID-S, etc) 5. External Panel Member (i.e. ID-R, ID-S, etc)
	* Specific Position Required to be Panel Member

	Interview panel may include the same members as the resume review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.
Hiring Panel Coordination:	ID-T HR will coordinate hiring panels with the DD, ID-T Equal Employment Opportunity (EEO) Manager, and the IST Chief.
Hiring Panel Documentation:	ID-T HR will provide standard résumé review criteria, interview questions, and scoring guidelines to GC. Any requested changes require coordination through ID-T HR to the ID-T Deputy Director (DD).
Hiring Panel Results:	Hiring panel members will be given instructions to provide résumé and interview scoring results to ID-T HR who will record results from both panels and provide to co-chairs.
Hiring Panel EEO Support:	ID-T EEO will brief interview panel members prior to beginning the candidate interviews.
Hiring Panel Interviews:	ID-T HR will coordinate with the ID-T Executive Officer and/or Executive Assistant to schedule interviews.
Reference Checks:	The GC will conduct reference checks for at least the top two candidates and document the results in a memorandum for record to be maintained by the selecting official.
Recommended Selection:	<p>The GC will submit to ID-T HR a selection recommendation memorandum addressed to the ID-T Director for approval (Sample at Appendix A). Supporting documents are maintained at ID-T HR and are not required to be submitted with the recommendation memorandum.</p> <p>Management officials and/or panel members <u>WILL NOT ALERT</u> a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC.</p> <p>However, it is <i>mandatory</i> for the selecting official to provide feedback on non-selection to all internal applicants (ID-T) who are interviewed for ID-T Garrison positions but not selected for a vacancy. The selecting official will provide this feedback after the acceptance of a final job offer by the selectee.</p>
Final Interviews:	ID-T HR will coordinate scheduling interviews of at least the top two (primary and alternate) selectees with the ID-T Director. At the conclusion of the interviews, the ID-T Director will make a final decision and ID-T HR will submit the selection package to HQ IMCOM for review and/or approval IAW ref 1c.
Selection in USA Staffing:	Upon HQ IMCOM review and/or approval, the ID-T HR will provide the GC the results and ID-T HR will submit the selection with documentation in USA Staffing.
Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.

2. Hiring Process for ID-T Garrison Directorate, Garrison’ Management and Control Office, Installation Support Office Leadership Positions listed at Appendix C will comply with IMCOM Command Policy #27 – Improving Civilian Recruitment and Hiring (Ref. 1b) and the following guidelines:

Selection Approval Authority:	ID-T Director
Selecting Official:	Garrison Commander (GC) or Deputy Garrison Commander (DGC) No further delegation is authorized.
Panel Chair:	Deputy Garrison Commander (DGC) No further delegation is authorized.
Required Coordination:	Garrisons will notify ID-T HR and their assigned Installation Support Team (IST) Specialist immediately upon learning of a known or projected vacancy. The selecting official must obtain ID-T approval through the IST Chief or HR Chief for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria “prior” to approving the position recruitment and initiating a hiring action with the servicing Civilian Personnel Advisory Center (CPAC).
Hiring Panel Requirements and Composition:	Résumé and Interview Panels are mandatory for these positions IAW Ref 1b.
	Hiring panels will be developed in coordination with an EEO Manager and the garrison’s assigned ID-T IST Specialist who will serve as advisors through the recruitment and selection process.
	Each hiring panel must have 5 panel members.
	Each of the 5 panel members must be equal or senior in grade to position being filled.
	Hiring panel membership must reflect diversity to include both race and gender diversity.
	Résumé and interview panels must include an Installation Support Team (IST) member or an ID-T Functional Team Member.
	Both résumé and interview panels will have 2 external panel members. External panel members are defined as members not assigned within ID-T or the hiring installation. <i>Example</i> panel: 1. *Garrison Commander 2. *ID-T IST or Functional Panel Member 3. External Panel Member (i.e. ID-R, ID-S, etc) 4. External Panel Member (i.e. ID-R, ID-S, etc) 5. Panel Member
	* Specific Position Required to be Panel Member
Interview panel may include the same members as the resume review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.	

	Hiring panel members will evaluate candidates' résumés using a written crediting plan (résumé review criteria) and interview questions, to include scoring criteria that reflects the competencies required for the position.
EEO Support:	The Garrison EEO must review and approve the interview questions and brief the interview panel members prior to beginning the candidate interviews. The EEO will not be considered a panel member.
Reference Checks:	The panel chair will conduct reference checks for at least the top two candidates and document the results in a memorandum for record to be maintained by the hiring official.
Selection:	The panel chair will submit a selection recommendation memorandum addressed to the ID-T Director for approval (Sample at Appendix A) with supporting documentation as listed on the checklist at Appendix B. Selection recommendation packages will be submitted (handed off) as a Private Task to the ID-T/Task Manager through the Task Management Tool (TMT).
	Management officials and/or panel members <u>WILL NOT ALERT</u> a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC.
	However, it is <i>mandatory</i> for the selecting official to provide feedback on non-selection to all internal applicants (ID-T) who are interviewed for ID-T Garrison positions but not selected for a vacancy. The selecting official will provide this feedback after the acceptance of a final job offer by the selectee.
	Upon selection approval, the selection approval memorandum will be provided to the selecting official to submit when entering the selection in USA Staffing
Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.