



**DEPARTMENT OF THE ARMY**  
INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEONARD WOOD  
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FORT LEONARD WOOD, MO 65473-8929

AMIM-LDG-ZA (1e)

**MEMORANDUM FOR All Garrison Directors/Managers**  
**SUBJECT: Garrison Policy 09, Civilian Personnel Hiring Policy**

1. References:

- a. HQ AMC, AMPE-F memorandum (Command Policy Memorandum – Improving Civilian Hiring), 16 Nov 20.
- b. HQ, IMCOM, AMIMHRC-S memorandum (Command Policy #27 – Improving Civilian Hiring), 1 Feb 21.
- c. HQ, IMCOM, IMHR-C memorandum (IMCOM Civilian Succession Management), 12 Sep 17.
- d. IMCOM Directorate – Training, AMIM-TRN-HR memorandum (IMCOM Training Policy #12 – Improving Civilian Hiring, 10 May 21.

2. The purpose of this policy is to ensure a selection and hiring process with high standards of integrity, efficiency, effectiveness, and fairness based on a methodology and not subjectivity. Additionally, this policy will ensure that all applicants competing for a government position are fully and fairly considered in any hiring decision--our selection and hiring procedures must be above reproach. Unless an exception is granted by the Garrison Commander (GC) or Deputy Garrison Commander (DGC), all positions requiring a panel will be announced for a minimum of fourteen calendar days. Selecting officials are responsible for adhering to all aspects of this policy.

3. Policy:

- a. Selection approval authority for Garrison positions is as follows:

Garrison Positions	Approval Authority
Deputy to the Garrison Commander	ID-T Director
Management Control Offices, Directorates, and Installation Support Offices leadership positions, and all other GS15 (or equivalent) positions	ID-T Director
GS14 and GS13 (or equivalent) positions not mentioned above	Garrison Commander (GC) or Deputy Garrison Commander (DGC)
GS12 and below (or equivalent) positions	Supervisor of Selecting Official

- b. Selecting officials are those assigned as the second level supervisor or High Level

Reviewer. The first line supervisor/Rating Official will not be the selecting official. First line Supervisor/Rating Official will serve as the panel chair and provide board recommendations to the selecting official.

c. Listed below are the requirements for hiring all Garrison positions. The Civilian Personnel Advisory Center (CPAC) will be consulted on hiring of civilian personnel to insure eligibility of candidates, correctness of the position description, and provide technical assistance.

Garrison Positions	Hiring Process Components
Deputy to the Garrison Commander	See Enclosure 3
Management Control Offices, Directorates, and Installation Support Offices leadership positions, and all other GS15 (or equivalent) positions	See Enclosure 3
GS14 – GS11 (or equivalent) positions not mentioned above	Hiring Panel of at least 3 including one external member. Garrison EEO and CPAC Coordination, Resume Reviews, Interviews, Reference Checks, Selection Packet for Garrison Commander Approval
GS10 – GS08 (or equivalent) positions	Resume Panel of at least 3 and Selection Memorandum with Scoring Matrix
GS07 and below (or equivalent) positions	Rating Official will review resumes, complete Scoring Matrix and Selection Memorandum for approval of HLR.

d. Panel Composition:

(1) Panel composition and procedures will incorporate Equal Employment Opportunity Commission (EEOC) guidance regarding best hiring practices to ensure adherence to merit principles. Coordination with EEO when developing panels is mandatory.

(2) The first line supervisor/rater can serve as one of the three or five panel members. The second line supervisor/Senior Rater can serve in any part of the process at their discretion and must approve the panel member's selection criteria prior to the evaluation process.

(3) Selecting officials must use evaluation matrices with position appropriate criteria for the selection processes. The first line supervisor/rater will establish rating criteria for scoring and a list of interview questions and submit to the Civilian Personnel Advisory Center (CPAC) and second line supervisor/senior rater for approval prior to evaluation process. An example is provided at enclosures 1 and 2; however, selecting officials can adjust the categories and weights to apply to the specifics of each position.

(4) Resumes and scoring matrices will be provided to the panel members. The first line supervisor/rater will tally all scores to identify the top five candidates for interview. Interviews may be conducted in person, video teleconferencing, or telephonically by the panel. Once completed, the interview scores will be added to the scores of the resume review process. The panel will meet to determine top three candidates-Selectee, first alternate and second alternate.

(5) The first line supervisor/Rating Official (or their appropriate substitute) will conduct reference checks to determine current and past performance. If rankings change due to derogatory reference checks, this must be brought to the CPAC and selecting official's attention.

(6) The goal is to have the selection process completed within 14 calendar days of receiving the resumes from CPAC. If this goal is not met, a request for an extension must be processed through the Garrison Human Resource Coordinator (GHRC).

e. A record of the selection process and results is mandatory for all hiring actions. All documentation will be maintained for two years by the selecting official. The first line supervisor/Rating Official will submit a nomination packet to the selecting official with a cover memorandum summarizing the selection process, panel participants, and results of the evaluation matrices.

f. Upon approval, memorandum will be forwarded to CPAC. A copy of the packet must be emailed to the GHRC.

g. All packets that require approval at the ID-T Director level must be reviewed by the Garrison Human Resource Coordinator prior to being sent to ID-T.

h. A by-name selection must be approved by the DGC before an offer is made. Only nonsupervisory GS12 and below positions will be considered for non-competitively.

i. Civilian Hiring Request (CHR) should be submitted within the 110 day model for the Recruitment Timeline. This allows for a Recruitment Action to be within the guidelines set by the Department of the Army. It should be annotated in the RPA that an EOD cannot be set for the onboarding employee until the position is vacant. Submitting a CHR early in order to allow for a short-time over-hire for the position will require the written approval of the Deputy Garrison Commander in coordination with the Resource Management Officer to ensure funds are available for the over-hire.

j. Hiring-focused training sessions will be incorporated into the annual workforce development training plan. DGC will lead the training with assistance from the GHRC and CPAC as needed.

k. DGC will chair a monthly meeting with Garrison civilian leaders to review hiring actions, discuss hiring strategies/timelines and develop/implement action plans to

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address hiring issues.

l. The panel members must ensure diversity, equity, and inclusion across the civilian workforce while adhering to the merit system principles by following the guidance in this policy.

m. If a selected panel member believes there will be a conflict that prevents them from being unbiased or would give a third party the impression of possible bias, the panel member may recuse themselves from the selection process.

n. Panel members must avoid conflict issues with candidates whenever possible. If there is a question of whether their situation constitutes a conflict, the Staff Judge Advocate office should be contacted.

4. This policy supersedes any previous policy and is in effect until superseded or rescinded.

5. The point of contact for this memorandum is the DGC at 573-563-4004.

3 Encls:

1. Scoring Matrix
2. Sample Interview Questions
3. ID-T Civilian Hiring Process

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Commanding

