



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

IMLD-ZA

OCT 26 2020

MEMORANDUM FOR All Garrison Directors/Managers

SUBJECT: Garrison Policy 09, Civilian Personnel Hiring Policy

1. 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 or Deputy Garrison Commander (DGC), all affected positions will be announced for a minimum of fourteen calendar days. Selecting officials are responsible for adhering to all aspects of this policy.

2. Selecting officials are those assigned as the second level supervisor or Senior Rater. The First line supervisor/Rater will not be the selecting official. First line Supervisor/Rater will serve as the panel chair and provide board recommendations to the selecting official. Selections for Directors, Installation Support Office Chiefs, and Garrison Management Office Chiefs will be approved by the Garrison Commander. All other positions in grade of GS13 and GS14 will be approved by the Deputy Garrison Commander.

3. Listed below are the requirements for hiring all Garrison General Schedule (GS), Wage Grade (WG), Defense Civilian Intelligence Personnel System (DCIPS), and Non-Appropriated Funded (NAF) employees. 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.

a. The Hiring Process will consist of five components: (1) Establishment of a panel; (2) Development of criteria/matrices; (3) Resume reviews, (4) Interviews, and (5) Reference checks.

b. The first line supervisor/rater will assemble three to five panel members for all grades (WG, NAF, DCIPS equivalents). Panel composition and procedures will incorporate Equal Employment Opportunity Commission (EEOC) guidance regarding best hiring practices to ensure adherence to merit principles. 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.

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c. 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. This criteria does not apply for open continuous announcements for grades GS-3 through GS-7 or NAF equivalent and regular recruitment non-supervisory NF3 positions.

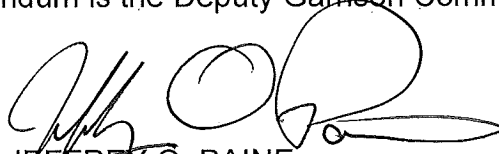
d. Resumes and scoring matrices will be provided to the panel members. The first line supervisor/rater will tally all scores to identify the top five candidates for interview. Interviews will be conducted for every hiring action. Interviews may be conducted in person, video teleconferencing, or telephonically 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. The first line supervisor/rater 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. The goal is to have the selection process completed within 14 calendar days of receiving the resumes from CPAC.

e. A record of the selection process and results is mandatory for all of these hiring actions. All documentation will be maintained for two years by the selecting official. The first line supervisor/rater will submit a nomination packet and selecting official with a cover memorandum summarizing the selection process, panel participants, and results of the evaluation matrices (enclosure 3) upon approval, memorandum will be forwarded to CPAC.

f. A by-name selection must be approved by the Deputy Garrison Commander before an offer is made. Only hard-to-fill positions will be filled non-competitively.

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 Deputy Garrison Commander at 573-563-4004.


JEFFREY O. PAINE
COL, AR
Commanding

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 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 I & 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

Tell me about yourself.

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. Ask about any gaps in employment.

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 example of a time when you did not meet a deadline. How did you handle it?

We all face times when personal issues pull us away from work responsibilities. If possible, tell me about a time when your dependability or attendance was challenged. How did you handle it and/or remain accountable or involved in work? How long did the situation last?

Communication

Give me an 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

Describe a situation where you had to work with someone who was difficult, how did you handle it?

Give me an 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 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 an example of a time when you had to keep from speaking or making a decision because you did not have enough information.

Gaining Commitment

Give me an 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 an 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 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 an 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 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 an 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 an 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 example of a time when you did not meet a deadline. How did you handle it?

Using a specific 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 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 an example.

Problem Solving

Describe the project or situation that best demonstrates your analytical abilities?

Give me an 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.

Tell me about a politically complex work situation in which you worked.

Give me a specific example of a time when you used good judgment and logic in solving a problem.

Give me an 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 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 an 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 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 an 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 or individually?

What are your team-player qualities? Give 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?