DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON
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FORT LEONARD WOOD, MISSOURI 65473-8300

AMIM-LDG-ZB (1e)

17 July 2026

MEMORANDUM FOR All Garrison Directors/Managers

SUBJECT: Civilian Personnel Hiring Guidance

1. References:

a. IMCOM Directorate – Training AMIM-TRN-HR memorandum for IMCOM Directorate – Training Policy#12 – Improving Civilian Hiring, 10 May 2024.

b. HQ IMCOM AMIM-HRC-S Policy Memorandum – Improving Civilian Hiring, 11 May 2023.

2. This guidance establishes the policy and operating procedures for the recruitment and selection of all appropriated fund (APF) positions in accordance with references (a) and (b).

3. In adherence to the U.S. Army Installation Management Command (IMCOM), U.S. Army Garrison (USAG), Fort Leonard Wood (FLW) must acquire a ready, professional, qualified, effective, and diverse civilian workforce while preserving the ability to quickly and consistently execute hiring decision to fill APF positions. Organizations with a highly diverse workforce have been proven to work more effectively and perform exponentially better than those which lack diversity; therefore, we must recruit a diverse, qualified workforce and build adaptive, cohesive teams to enable readiness and support our worldwide missions. To improve the hiring process and ensure diversity, equity, and inclusion across the Civilian workforce, we must take the following steps:

a. Garrison leaders will adhere to the following standardized process in accordance with guidelines in Ref (b).

(1) Ensure the recruitment process follows the merit system principles, consistent, fair, transparent, timely and well documented.

(2) Use a recruitment strategy with the following considerations:

(a) Facilitate the reassignment of current Department of the Army (DA) Civilians who are relocating with their military or civilian spouses to a new duty station on permanent change of station orders using available flexibilities.

(b) Recruit top talent by partnering with colleges, universities, and local technical colleges, participate in affinity events, and host job fairs and community outreach events.

(c) Fully leverage the array of recruitment tools and incentives while enhancing training, development, and mentoring programs to drive effective retention and talent management.

(d) Eliminate unnecessary security requirements in position descriptions to ensure security clearance levels are not inflated.

(e) Capitalize on available workplace flexibilities, such as Telework, Remote Work and Flexible Schedule programs, to acquire and retain the right talent, complement talent-aligned assignments and sustain our world class workforce.

(f) Utilize direct hiring authorities, as available and appropriate.

(g) Consider the use of non-competitive hiring authorities, as appropriate, to expedite the hiring process. The use of non-competitive hiring authorities for GS-14 and GS-15, or equivalent positions, must be approved by one of the following approval authorities (requests for approval will not include the name of the potential selectee):

(1) HQ - IMCOM Executive Deputy to the Commanding General

(2) AEC - Commander/Deputy

(3) IMCOM Directorates – Director

(4) Garrison - Garrison Commander/Manager

(h) When recruiting for positions, evaluation criteria and knowledge, skills, abilities, duties should be stated in the vacancy announcement so that the process is transparent to applicants. Selecting officials will ensure that the position description reflects the duties being performed. In addition, selecting officials will ensure crediting plans for resume and interviews are related to the position. It is incumbent on the selecting official and panel members to adhere to Merit System and EEO principles when making selections.

4. The composition of, guidelines for, and procedures of hiring, interview panels and selections, are developed in coordination with the servicing EEO and Staff Judge

Advocate (SJA) offices, and must ensure local procedures address these guidelines for the selection process:

a. Panel members will be the same or higher grade (or military equivalent) as the announced position. Selecting officials will make every effort to ensure the panel consists of diverse representation of the IMCOM workforce (i.e. diversity in gender, race, disability, etc.) and must also include a panel member from outside the hiring organization.

b. The following positions must be evaluated by a panel: supervisory GS-13, GS-14, and all GS-15 level positions. Panels will be established in advance and in accordance with the local operating procedure. Standing panel members may be used to expedite the process. The panel will review applicants' resumes and interview the top candidates.

c. USAG FLW will have standing panel members on selections for supervisory GS-13, GS-14, and GS-15 positions. The Directors will coordinate with all G-Staff, Special Staff, and Personal Staff Directors in order to seek nominations and establish a standing panel of approximately 12-15 members. Panel members will be diverse as set forth in para 4a, be knowledgeable regarding the skills needed for the position being recruited, have leadership experience, and adhere to the Merit Systems Principles and the Privacy Act. The panel members will sign a non-disclosure agreement. The selection must be reviewed by the Director to ensure compliance with outlined procedures.

d. Prior to making a final selection, the selecting official(s) will conduct reference checks, to include previous supervisors.

e. The selections for supervisory positions at GS-13 and above or equivalent positions must be reviewed/approved by the Garrison Commander/ Manager, and/or Deputy Commander/Manager, as applicable, to ensure compliance with outlined procedures.

f. Approval procedures outlined in the IMCOM Centrally Managed Program remains identified in Policy Memorandum 690-950-2 - IMCOM Civilian Succession Management.

g. Panels are not required for positions filled through the Senior Enterprise Talent Management Program, Enterprise Talent Management Program, and/or other DOD/DA placement programs.

h. Procedures are established for the selection and approval of Federal Wage System supervisory positions, as applicable; and,

i. Internal candidates who are interviewed for senior-level positions (but not selected for a vacancy), will be provided with feedback from the selecting official, following acceptance of a final job offer by the selectee.

5. Panel Composition:

a. 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.

b. 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.

c. The first line supervisor/rater will establish rating criteria for scoring and a list of interview questions and submit to 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.

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 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.

e. 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.

f. 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.

g. Upon approval, memorandum will be forwarded to CPAC. A copy of the packet must be emailed to the Garrison Human Resource Coordinator (GHRC).

h. All packets that require approval at the ID-T Director level must be reviewed by the GHRC prior to being sent to ID-T.

i. A by-name selection must be approved by the Deputy Garrison Commander (DGC) before an offer is made. Only non-supervisory GS12 and below positions will be considered for non-competitively.

j. 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 DA. 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 DGC in coordination with the Resource Management Officer to ensure funds are available for the over-hire.

k. 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.

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

m. 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.

n. 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.

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

6. Partner with the Civilian Human Resources Agency (CHRA), servicing CPAC to ensure an effective, inclusive, and efficient hiring process. Closely monitor hiring

timeframes, involve subject matter experts in the hiring process, and engage with CHRA leaders and selecting officials to oversee personnel actions.

a. Ensure selecting officials preposition position descriptions, recruitment documents, interview questions, panel membership, and evaluation criteria in advance of receiving referral certificates to expedite a fair and inclusive hiring process.

b. Selecting officials will maintain all hiring documentation, to include but not limited to position descriptions, recruitment documents, interview questions, panel membership, evaluation criteria, and selection justification, for three (3) years.

c. Hiring officials will use the following timeframes as a goal:

(1) Within three (3) calendar days after the identification of a vacancy, Review the succession plan, identify skill gaps, develop the recruitment plan with an accurate position description that fulfills mission requirements and initiate the recruitment action.

(2) Within five (5) calendar days after the request is sent by the Servicing CHRA specialist, complete the job analysis by reviewing the position description and developing the assessment strategy.

(3) Within 15 calendar days after the receipt of the list of qualified Candidates, return the referral list with the primary and alternate selections to the servicing Human Resources specialist.

d. To the extent the civilian hiring policy developed impacts bargaining unit employees' conditions of employment, organizations are reminded to fulfill applicable labor relations obligations prior to implementation.

7. This guidance is in effect until superseded or rescinded.

8. The point of contact for this memorandum is the Deputy Garrison Commander at 573-563-4004.

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RENEA L. LAZZARINI
Deputy Garrison Commander

3 Encls:
1. Scoring Matrix
2. Sample Interview Questions
3. Sample Non-Disclosure Agreement