



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND, PACIFIC REGION
HEADQUARTERS, UNITED STATES ARMY GARRISON, HAWAII
851 WRIGHT AVENUE, WHEELER ARMY AIRFIELD
SCHOFIELD BARRACKS, HAWAII 96857-5000

IMPC-HI-ZA

23 SEP 2010

MEMORANDUM FOR All Military Personnel and Department of Defense Civilian Employees Assigned to the United States Army Garrison, Hawaii (USAG-HI)

SUBJECT: Policy Memo USAG-HI-48, Civilian Hiring, Promotion, and Selection Panel Process

1. References.

- a. 5 CFR Parts 315 and 335 Subpart A, Promotion & Internal Placement
- b. OPM Qualification Standards Handbook for General Schedule Positions and for Federal Wage Grade positions, 10 Nov 98.
- c. AR 690-300, Civilian Personnel Employment, Chapter 335, 12 Aug 94, and AR 690-950, Career Management, 31 Dec 01.
- d. The Defense Acquisition Workforce Improvement Act (DASWIA), Nov 90; DoD Manual 5000.52, 12 Jan 05, and DoD Manual 5000.52-M, Nov 95.
- e. DoD Manual 1400.20-1-M, DoD Program of Stability of Civilian Employment, 26 Sep 09.
- f. AR 2500-400-2, The Army Records and Information Management System (ARIMS) 02 Oct 07.
- g. Agreement Between United States Army Garrison, Hawaii and Hawaii Federal and Amalgamated, Local Lodge #1998, International Association of Machinists and Aerospace Workers for DOC, DOL, DPW, 27 May 99.
- h. Agreement Between United States Army Garrison, Hawaii and Hawaii Federal and Amalgamated, Local Lodge #1998, International Association of Machinists and Aerospace Workers for Range Maintenance Oahu and PTA, 18 Feb 99.
- i. Agreement Between United States Army Law Enforcement Command, Hawaii (Provisional) and Hawaii Teamsters and Allied Workers, Local 996, 13 Aug 97
- j. Civilian Human Resource Agency (CHRA) Strategic Recruitment Plan (SRP), 26 Jan 10.

k. Hawaii Merit Promotion and Placement Plan, 18 Feb 10.

2. Applicability. This policy applies to all Soldiers and Civilians involved in the hiring, promotion, and selection of civilian personnel for positions throughout USAG-HI.

3. Policy. Procedures identified in this policy memorandum will be followed whenever panels and applicant interviews are utilized as part of the selection process. Additionally, all decisions regarding the hiring, promotion, and selection of civilian personnel for USAG-HI positions will be solely based on the applicant's relative knowledge and skills without regard to the individual's race, color, religion, sex, marital status, national origin, political affiliation, age, disability, or other non-job related factors.

a. Responsibilities.

(1) The Selecting Official is generally the supervisor of the position being filled and is the management official responsible for the process. The Selecting Official will select panel members, preferably those who have had training on employment laws and interviewing techniques, collaborate as necessary with CPAC and/or EEO to develop interview questions and scoring criteria, conduct the interview process in accordance with this policy, review and complete reference checks, make selections based on panel recommendations, and justify the selection to the Authorizing Official. The Selecting Official will fully document the recruitment process and properly file and retain recruitment documents.

(2) The Authorizing Official is the next higher supervisor in the management chain and will review all documentation to ensure the selection process, including interviews, was conducted in accordance with this policy and return any recommendations for further deliberation in which the processes utilized are not objective, impartial, or consistent with this Policy Memorandum.

b. Recruitment Procedures.

(1) The Selecting Official will participate in the Strategic Recruitment Discussion with the CPAC as soon as a decision to recruit has been made.

(2) After the Strategic Recruitment Discussion with the CPAC, the Selecting Official will submit a coordinated RPA, any required supporting documentation (e.g., updated position description), and review the draft vacancy announcement.

(3) Selecting Officials may "name request" an individual to fill a vacant position in lieu of going thru the formal competitive recruitment process. The use of this procedure should be restricted to instances where the pool of qualified applicants is limited and/or the individual being selected is clearly the best qualified candidate.

c. Selection Preparation.

(1) The supervisory/nonsupervisory nature of the position will assist the Selecting Official determine the need to convene panels and conduct interviews.

(a) First Line Supervisory Positions. Due to the importance of these positions to the success of the USAG-HI mission, strong consideration should be given to using the panel and interview process. The Selecting Official must gain approval from his/her next higher supervisor before foregoing the use of panels or interviews.

(b) Second Line and Higher Supervisory Positions. These positions should be selected using panels and interviews. The Selecting Official must gain approval from his/her next higher supervisor before foregoing the use of panels or interviews. Division Chief positions will normally include members from outside the Directorate or Special Staff Office involved and selections will be confirmed by the Deputy Garrison Commander.

(c) Non-supervisory Positions. For nonsupervisory positions, the use of panels and interviews are optional; however, due consideration must be given to the complexity of the position involved and the technical expertise of the Selecting Official. The greater the technical nature of the position, the more consideration should be given to forming a panel and/or conducting interviews.

(2) Prior to receiving a referral list from the CPAC, the Selecting Official will determine the selection criteria. Selection criteria for merit promotions and placements will ensure that appropriate weight is given to performance appraisals and incentive awards IAW Reference 1a.

(3) Subject to approval by the Authorizing Official, the Selecting Official identifies personnel to review referral lists and serve on the interview panel. Upon receipt of the referral list, panel members will independently review and evaluate each applicant's resume using previously established rating criteria and assign a numerical rating. The Selecting Official then consolidates individual panel member ratings and identifies the top applicants for further consideration.

(4) If interviews will be conducted, the next step is to determine if they will be conducted by the Selecting Official or by a panel. If a panel is used, the Selecting Official develops the interview questions and rating criteria (enclosure 1 is an example of scoring criteria); ensures that rating criteria have, at a minimum, numerical ratings for the "Acceptable" answers and are well-defined, clearly-worded, and job-related; and determines which applicants will be interviewed.

(5) The makeup of interview panels will be diverse and normally consist of no less than three members who have a reasonable familiarity with the position being

recruited and the type of work being performed. Subject Matter Experts employed from outside directorates and special staff offices may serve on the panel. Note the IAM&AW labor agreement for union subject matter experts when filling bargaining unit positions. Panel members must be impartial and either equal to or higher in grade or pay band of the position to be filled. Panel members will remain unchanged throughout the interview process for a particular vacancy.

(6) Interviews may be conducted by phone or in person. When attempting to schedule an interview and there is no reply to a phone message, an email, memorandum, or letter will be sent to the applicant asking if he/she is still interested and available for the position and requesting a response within 5 days. Failure to respond within the allotted time will eliminate the applicant from further consideration for the position.

(7) The Selecting Official will serve as the Interview Panel Chairman. Subject to approval by the Authorizing Official, the Chairman develops the interview questions and assigns specific questions to each panel member. Only job-related questions will be asked; follow-up questions are appropriate if needed to clarify a response. Panel members will score interviews consistent with established evaluation criteria. The Selecting Official will maintain the time schedule for the interviews and introduce each applicant to the panel members.

d. Recommendation for Hire:

(1) Reference checks are an essential part of the hiring process as they are the best sources of information relating to an applicant's past job performance. Enclosure 2 includes examples of suggested questions to be used when contacting an applicant's references and current/previous supervisors. Questions should directly relate to the major skills of the position. When in doubt, check the validity of the questions with CPAC and/or EEO Office to avoid the appearance of subjective or intrusive, rather than a "neutral" inquiry.

(2) Upon completion of resume review, interview, and reference check process, the Selecting Official will summarize results, make a tentative selection, and forward a signed memorandum to the Authorizing Official identifying the individual recommended for hire. The memo will include, as enclosures, all interview question scoring sheets and notes pertaining to each applicant, signed and dated by the respective interview panel member; reference checks validating the applicant's past job experience and work performance; and all resumes and other data collected from the interviewed candidates.

e. Supervisors who fail to comply with this policy memorandum may be precluded from the privilege of conducting interviews.

IMPC-HI-ZA

SUBJECT: Policy Memorandum USAG-HI-48, Civilian Hiring, Promotion and Selection Panel Process

4. This policy remains in effect until cancelled or superseded in writing.
5. Proponent. The proponent for this policy memorandum is the USAG-HI Deputy Garrison Commander at 656-0610.

- 4 Encls
1. Scoring Sheet Example
 2. Example of Reference Script
 3. Prohibited and Merit Promotion Personnel Practices
 4. Flow Chart



DOUGLAS S. MULBURY
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SUBJECT: Policy Memorandum USAG-HI-48, Civilian Hiring, Promotion and Selection Panel Process

Example Reference Script. My name is (name) from the (department) at (directorate). We are filling a position within our activity and would like to verify employment information on (applicant name) who has indicated he/she was employed by your organization from (beginning and ending dates). (Applicant name) has stated that we can contact your organization to obtain reference information.

Names and title of person contacted: _____

Is this person the candidate's immediate supervisor? (yes/no): _____

If not the immediate supervisor, what is the employment association? _____

Company name and address: _____

Phone Date reference initiated: _____

1. Was he/she employed by your organization during this period of time? _____

2. What was the nature of the job? _____

3. What did you think of his/her work? _____

4. What are his/her strongest points? _____

5. What are his/her areas for improvement? _____

6. How did he/she interact with other people on the job? _____

7. Why did he/she leave your organization? _____

8. Please comment on the following:

- a. dependability
- b. ability to assume responsibility
- c. ability to follow instruction
- d. degree of supervision needed
- e. quantity and quality of work
- f. ability to work independently
- g. ability to work as a team member

9. Would you re-employ this person? (Yes/no: If no, why?) _____

10. What was (applicant's name) final salary? _____

11. Do you have any final comment on his/her work performance? _____

Enclosure 2

Prohibited & Merit Promotion Personnel Practices

Prohibited personnel practices are those things a Federal employee with personnel authority may not do. A Federal employee has personnel authority if they can take, direct others to take, recommend, or approve any personnel action. This includes appointments, promotions, discipline, details, transfers, reassignments, reinstatements, or any decisions concerning pay, benefits, training, and any decision to order psychiatric testing or examination. Recent changes to the law were made to protect Department of Defense veterans. A personnel action now also includes any significant change in duties, responsibilities, or working conditions which is inconsistent with the employee's salary or grade. People with personnel authority -- managers and supervisors - are charged with avoiding prohibited personnel practices.

PROHIBITED PERSONNEL PRACTICES **Adapted from 2302 (b) of the title 5 U.S.C**

1. Illegally discriminate for or against any employee/applicant.
2. Solicit or consider improper employment recommendations.
3. Coerce an employee's political activity.
4. Obstruct a person's right to complete for employment.
5. Influence any person to withdraw from competition for a position.
6. Give unauthorized preference for improper advantage.
7. Employ or promote relative.
8. Retaliate against a whistleblower, whether an employee or applicant.
9. Retaliate against employees or applicants for filing an appeal.
10. Unlawfully discriminate for off duty conduct.
11. Knowingly violate veterans' preference requirements.
12. Violate any law, rule, or regulation which implements or directly concerns the merit principles.

Avoiding prohibited personnel practices will not guarantee that you will never have to defend a decision or action, but it will give you a firm basis from which to start. You should remain conscious of:

- the **merit system principles** and prohibited personnel practices;
- the problems you can cause yourself by not keeping the legal requirements in mind.

MERIT SYSTEM PRINCIPLES **Adapted from 2301 (b) of the title 5 U.S.C.**

1. Recruit, select, and advance on merit after fair and open competition.
2. Treat employees and applicants fairly and equitably.
3. Provide equal pay for equal work and reward excellent performance.

IMPC-HI-ZA

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4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain or separate employees on the basis of their performance.
7. Educate and train employees if it will result in better organizational or individual performance.
8. Protect employees from improper political influence.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.

Enclosure 3



USAG-HI Hiring Process

