



DEPARTMENT OF THE ARMY
U.S. ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U.S. ARMY GARRISON FORT SILL
462 HAMILTON ROAD, SUITE 120
FORT SILL OK 73503-1340

AMIM-SIG-ZA (690-300d)

13 June 2024

MEMORANDUM FOR All Garrison Directors/Managers, Fort Sill, OK 73503

SUBJECT: Fort Sill Garrison Policy on Civilian Personnel Hiring, GC Policy 24-20

1. References:

a. HQs, United States Army Materiel Command, Command Policy Memorandum (Improving Civilian Hiring), 17 April 2023

b. IMCOM Training Policy #12 (Recruitment and Selection of Garrison Leadership Positions), 3 August 2018

c. IMCOM Policy Memorandum (Improving Civilian Hiring), 11 May 2023

2. Stipulation: In this Agreement wherever "man", "men", or their pronouns appear, either as words or parts of words (and other than with obvious reference to named male individuals), they are meant in their generic sense (i.e., to include all humankind - both female and male sexes). Wherever provisions in this agreement specify a particular individual or office performs a certain task, this is only a guide as to how situations are normally handled. The Employer retains the right to assign work.

3. Purpose. To implement a selection and hiring process, which incorporates high standards of integrity, efficiency, effectiveness, and fairness, based on 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.

4. Policy.

a. Selection approval authority for garrison positions is as follows:

ID-TRAINING (ID-T) Garrison Positions	Approval Authority
ID-T (Tier 3) Deputies to the Garrison Commander (DGCs)	IMCOM EDCG
ID-T (Tier 1 & 2) DGCs	ID-T Director
Management and control offices, directorates, and installation support office leadership positions (appendix A), and all other general schedule (GS)-15 (or equivalent) positions	ID-T Director

GS-14 and GS-13 (or equivalent) positions not mentioned above	Garrison Commander (GC) or DGC
GS-12 and below (or equivalent) positions	Supervisor of selecting official (SO) ***EX: SO is a GS-12 Supv – approval authority is the Supv of the GS-12 SO

b. Selecting officials (SO) are those assigned based on the position being filled competitively as described in enclosure 1, IMCOM Directorate-Training (IDT) Civilian Hiring Process for Garrison positions. SOs will serve as panel chair. Garrison leaders with personnel authority (authority to take, direct others to take, recommend, or approve any personnel action) must observe the merit system principles and not commit prohibited personnel practices. This includes appointments, promotions, discipline, details, transfers, reassignments, or any decision concerning pay, benefits, and training. Any official who commits a prohibited personnel action is subject to disciplinary action.

c. As indicated above, selection for Garrison Leader positions listed in appendix A, will default to the IDT hiring checklist (Appendix D).

d. All affected positions will be announced for a minimum of 10 calendar days unless an exception is granted by the Garrison Commander (GC) or the Deputy to the Garrison Commander (DGC). SO are responsible for adhering to all aspects of this policy.

e. To ensure all steps in the hiring process are followed, all selecting officials will use the checklist provided (Appendix C).

5. Procedure. Listed below are the requirements for hiring all Garrison general schedule (GS), wage grade, Defense Civilian Intelligence Personnel System, and Non-Appropriated Funded (NAF) employees. The Civilian Personnel Advisory Center (CPAC) will be consulted on the hiring of civilian personnel to ensure the eligibility of candidates, the correctness of the position description, and to provide technical assistance.

a. The hiring process will consist of 6 components:

- (1) Obtain permission to hire.
- (2) Establish a panel.
- (3) Develop criteria/matrices.
- (4) Review resumes.
- (5) Interviews.

(6) Reference checks.

b. Hiring panels will be formed to review and evaluate resumes for all candidates on the certificate/referral list with no screen out of candidates prior to review. Hiring panels for positions not listed in appendix A and are GS-11 and above will consist of 3 members, with 1 member from outside the installation. Positions GS-10 and below require a panel of 3, with one member from outside the Garrison. Positions listed in Appendix A will consist of 5 members, with 2 of the members being from outside of the installation. The 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. Both hiring panels will meet all the composition requirements and be coordinated based on the position being competitively filled as described in enclosure 1.

c. SO must use evaluation matrices with appropriate position criteria for the selection process. The SO will establish rating criteria for scoring and author a list of interview questions. The first line supervisor/rater will submit the rating criteria and the list of interview questions to the EEO office and the selection approval authority for review and approval prior to the evaluation process. This criterion does not apply for open continuous announcements for grades GS-03 through GS-07 or NAF equivalent and regular recruitment non-supervisory NF3 positions.

d. Resumes and scoring matrices will be provided to the panel members. The selecting official will tally all scores to identify the top 3 to 5 candidates for interview. Interviews will be conducted for every hiring action. Interviews may be conducted in-person, via video teleconference, or telephonically by the panel. The interview method selected will be applied equally for all candidates being interviewed. In accordance with NFFE 273 Union Contract, if a Fort Sill bargaining union employee is to be interviewed, all bargaining union employees on the applicant list provided by CPAC will be interviewed. Following completion of the interview process, the panel will meet to determine the top 3 candidates – selectee, first alternate, and second alternate. A recommended selection memorandum (Appendix B) will be drafted by the SO to be sent to the approving authority. The SO will conduct reference checks to determine the current and past performance of candidates using the Fort Sill Reference Check Form (Appendix E). The SO will notify CPAC and the approval authority immediately if rankings change due to derogatory reference checks and modify the recommendation of the selection memorandum. The goal is to have the selection process completed within 14 calendar days of receiving the resumes from CPAC.

e. SO and/or panel members **will not alert** a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC. If requested, all candidates who are interviewed but are not selected will be directed to CPAC for any questions or concerns about their selection or non-selection. However, it is **mandatory** for the selecting officials to provide feedback on non-selection to all Garrison applicants who are interviewed for 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.

f. The SO will utilize the Garrison Civilian Hiring Checklist (Appendix C) when submitting a nomination packet to the approval authority with a cover memorandum summarizing the selection process, panel participants, and results of the resume scoring matrices (Appendix F). Selections for positions on Appendix A will use the ID-T checklist because these positions are approved at the ID-T. Upon approval, the selection will be entered into US Staffing and forwarded to CPAC. A record of the selection process and results will be maintained for 2 years by the selecting official for hiring actions.

g. A by-name selection must be approved by the DGC before an offer is made. Only hard-to-fill positions will be filled non-competitively. Non-competitive hiring is limited to non-supervisory GS-12 and below position (or equivalent).

6. A monthly hiring meeting, chaired by the GC or DGC, will be conducted with all the Garrison civilian hiring leaders listed in Appendix A to review hiring actions, discuss hiring strategies/timeliness, and develop/implement action plans to address hiring issues.

7. Hiring focused training will be incorporated into a Quarterly Supervisor Stand Down event and as part of the Garrison's annual workforce development training plan.

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

9. The proponent for this policy memorandum is the Directorate of Human Resources, Workforce Development, at (580) 442-0146.



DEREK R. BAIRD
COL, FA
Commanding

Encl

DISTRIBUTION:
All USAG, Hiring Officials
Fort Sill Intranet
HQ Garrison
DES
DHR
DPTMS
(CONT)

AMIM-SIG-ZA (690-300d)

SUBJECT: Fort Sill Garrison Policy on Civilian Personnel Hiring, GC Policy 24-20

DISTRIBUTION: (CONT)

DPW

DFMWR

PAIO

RMO

Safety Office

Welcome Center

Encl 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison 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 Ref. 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. Example 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 résumé 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 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 Resume Review:	Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.

Encl 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

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 <i>WILL NOT ALERT</i> 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.

End 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

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) (if delegated in writing from the GC). No further delegation is authorized.
Panel Chair:	GC or DGC (if delegated in writing from the GC). 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 in writing (i.e. email) from the IST Chief or HR Chief for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria <i>prior</i> to approving the position recruitment and initiating a hiring action with the servicing Civilian Personnel Advisory Center (CPAC).
Hiring Panel Requirements and Composition:	<p>Résumé and Interview Panels are mandatory for these positions IAW Ref 1b.</p> <p>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.</p> <p>Each hiring panel must have 3 or 5 panel members</p> <p>Each of the panel members must be equal or senior in grade to position being filled</p> <p>Hiring panel membership must reflect diversity to include both race and gender diversity.</p> <p>Résumé and interview panels must include an Installation Support Team (IST) member or an ID-T Functional Team Member.</p> <p>Both résumé and interview panels will have a majority of external panel members. External panel members are defined as members not assigned within the hiring installation.</p> <p>3 Member panel: 1. *Garrison Commander/DGC 2. *ID-T IST or Functional Panel Member 3. External Panel Member (i.e. outside of installation)</p> <p>5 Member panel: 1. *Garrison Commander/DGC 2. *ID-T IST or Functional Panel Member 3. External Panel Member (i.e. outside of installation) 4. External Panel Member (i.e. outside of installation) 5. Panel Member</p> <p>* Specific Position Required to be Panel Member</p>

End 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

	<p>Interview panel may include the same members as the résumé review panel, but is not required. Interview panel members ARE required to participate in all interviews with exceptions for emergencies only.</p> <p>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.</p> <p>Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.</p>
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:	<p>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).</p> <p>Management officials and/or panel members <i>WILL NOT ALERT</i> 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> <p>Upon selection approval, the selection approval memorandum will be provided to the selecting official to submit when entering the selection in USA Staffing</p>
Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.

Encl 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

3. Hiring Process for all ID-T Garrison positions not listed at Appendix C or paragraphs 1 or 2 of this enclosure will comply with IMCOM Command Policy #27 – Improving Civilian Recruitment and Hiring (Ref. 1b), and the following guidelines:

Selection Approval Authority:	<p>Garrison Commander or Deputy Garrison Commander (DGC) (if delegated in writing from the GC) for GS14 and GS13 (or equivalent) positions not listed at Appendix C or paragraphs 1 or 2 of this enclosure. No further delegation is authorized.</p> <p>Supervisor of Selecting Official for GS12 and below positions not listed at Appendix C or paragraphs 1 or 2 of this enclosure. No further delegation is authorized.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Selecting Official is a GS12 Supervisor - the selection approval authority is the Supervisor of the GS12; • Selecting Official is a GS11 Supervisor - the selection approval authority is the Supervisor of the GS11.
Selecting Official:	The selecting official is the supervisor of the position being hired. No further delegation is authorized.
Panel Chair:	The selecting official will serve as the panel chair. No further delegation is authorized.
Required Coordination:	<p>The selecting official will notify the Selection Approval Authority immediately upon learning of a known or projected vacancy</p> <p>The selecting official must obtain approval from the Selection Approval Authority for the résumé and interview panel member composition, résumé review criteria, interview questions, and scoring criteria <i>prior</i> to approving the position recruitment and initiating a hiring action with the servicing Civilian Personnel Advisory Center (CPAC).</p>
Non-Competitive Hiring:	Non-supervisory GS12 and below only. Must be approved by the Selection Approval Authority prior to initiating a hiring action with the servicing CPAC. The request must include the justification for non-competitive selection and the résumé and documentation of non-competitive eligibility for the proposed selectee.
Hiring Panel Requirements and Composition:	<p>Résumé and interview panels are mandatory for all supervisory GS11 and above or equivalent positions. For all other Garrison positions (not listed at Appendix C or paragraphs 1 or 2 of this enclosure) the Selection Approval Authority will determine if panels are required</p> <p>Hiring panels will be developed in coordination with an EEO Manager. EEO and CPAC will serve as advisors through the recruitment and selection process.</p> <p>Each hiring panel must have 3 panel members</p> <p>Each of the 3 hiring panel members must be equal or senior in grade to position being filled</p> <p>Hiring panel membership must reflect diversity to include both race and gender diversity.</p>

End 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

	Hiring panels must include the selecting official.
	Hiring panels will have 1 external panel member. External panel members are defined as being external to the installation (to include Garrison, mission, and tenants assigned to installation). Example panel: 1. *Selecting Official 2. External Panel Member (i.e. DPTMS position – panel member will be assigned outside of the installation) 3. Panel Member * Specific Position Required to be Panel Member
	Interview panel may include the same members as the résumé 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.
	Résumé review panel members will review ALL candidates on the certificate/referral list with no screen out of candidates prior to review.
EEO Support:	The Garrison EEO must review and approve the interview questions and brief interview panel members prior to beginning 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 Selection Approval Authority (Sample at Appendix A) with supporting documentation as listed on the checklist at Appendix B. Management officials and/or panel members <i>WILL NOT ALERT</i> a candidate of possible selection or non-selection. Notification to applicants concerning their selection or non-selection is the responsibility of the CPAC. If requested, all candidates who are interviewed but are not selected will be directed to CPAC for any questions or concerns about their selection or non-selection. 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 receiving approval by the Selection Approval Authority, the selecting official will submit the selection with documentation in USA Staffing.

Encl 1: IMCOM Directorate - Training Civilian Hiring Process for Garrison Positions

Exceptions:	Any exception to this hiring process must be requested by memorandum from the GC to the ID-T Director for approval.
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APPENDIX A: Garrison Leader Positions

- 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, 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



DEPARTMENT OF THE ARMY
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HEADQUARTERS, U.S. ARMY GARRISON FORT SILL
462 HAMILTON ROAD, SUITE 120
FORT SILL OK 73503-1340

OFFICE SYMBOL (690-300d)

(DATE)

MEMORANDUM FOR Approval Official (OFFICE SYMBOL), 123 Everywhere Road, Suite 456, Fort Sill, OK 73503-1340

SUBJECT: Recommended Selection of [Position Title, Location]

1. Purpose: To provide recruitment results and recommended selection for subject position based on screening criteria used by an evaluation panel, references, and interviews. This position was advertised on USAJobs from [Announcement advertised period] A total of [XX] applicants were referred by the Civilian Personnel Advisory Center for consideration.

2. The resume review panel members were [Names], the interview panel members were [Names], and the equal employment opportunity representative who advised the panels was: [Names].

3. After a review of the resumes, there were [XX] applicants who were identified for an interview: [Names of candidates. If a candidate declined the interview or further consideration].

4. Upon conclusion of the interviews, the panel members discussed and compared qualifications based on resume interviews, leadership skills, experience, expertise, attitude, and personal strengths. A final tally of the candidate's aggregate score from the interviews yielded the following as the top three scoring candidates: [Name of candidates]. The panel members concurred that these three had the full range of qualifications to succeed if selected for the [Position title] position.

5. I contacted the candidates' supervisors for their opinions on each candidate's ability to succeed as the [Position title]. Our discussion focused on leadership style, communication skills, performance, flexibility, and ability to successfully execute the core competencies for the position [****Change competencies as appropriate**** Leading People, Leading Change, Business Driven Results, and Building Coalitions and Partnerships]. Based on my discussions, I recommend the following candidates:

a. Primary selection: [Top candidate and merit-based reason for selection].

b. Alternate selection: [Second top candidate and merit-based reason for alternate selection].

APPENDIX B

c. Second Alternate selection: [If applicable].

6. Attached are the following documents, as required: Resume for interviewed candidates (enclosure 1), a consolidated scoring matrix which includes individual panel member scores for both resume and interview panels (enclosure 2), interview questions with scoring criteria (enclosure 3), resume review scoring criteria (enclosure 4), referral list(s) (enclosure 5), vacancy announcement(s) (enclosure 6), and position description (enclosure 7).

7. The POC for additional information is the [Manager making selection] at (XXX) XXX-XXX.

Encls
as

[SIGNATURE BLOCK]
[Selecting Official]

Approved _____
Not Approved _____

USAG Fort Sill Civilian Employment Hiring Checklist		
Garrison selecting officials will use this checklist throughout the hiring process to support fair and equitable hiring standards.		
Before/After Job Announcement:		
<input type="checkbox"/> Submit IMCOM Form 13 (must be signed by Director/Activity Leader) and FS Form 515 then route to DHR.		
<input type="checkbox"/> Prepare the pre-hiring packet (PD, Resume Review Matrix, Interview Questions).		
<input type="checkbox"/> RPA complete by DHR (exception DES, PCF, RMO)		
<input type="checkbox"/> Email resume matrix and interview questions to EEO for their review.		
<input type="checkbox"/> Set up a diverse hiring panel (document efforts when not possible). GS-13 positions and above require at least one panel member that is external to the installation. Using external panel is the best practice and need to be highly considered for other lower grade positions when you expect internal candidates.		
<input type="checkbox"/> Approve job Assessment and Announcement in USA Staffing.		
<input type="checkbox"/> Ensure vacancy is announced and keep the panel informed of potential dates for interviews.		
After List Is Received:		
<input type="checkbox"/> Receive candidate list from CPAC in USA Staffing and by e-mail notification from CPAC.		
<input type="checkbox"/> Download and save resumes.		
<input type="checkbox"/> Send the panel resumes, resume screening matrix, PD, and establish matrix review return date.		
<input type="checkbox"/> Receive matrix from all panel members, total scores, identify 3-5 candidates to interview.		
<input type="checkbox"/> Send e-mail notification to candidates with date time group for interview.		
<input type="checkbox"/> Prior to interviews have panel members sign EEO interview memo and save with hiring packet.		
During and After Interviews:		
<input type="checkbox"/> Interview candidates (key reminders-confidentially is a must, no discussions outside of questions and answers, leave what you know of the candidate out of the interview, you are scoring the interview only, you can discuss what you heard to ensure all members heard the same thing and discuss how it was said).		
<input type="checkbox"/> Score and select the top candidate by one of two methods determined prior to interview: (1) Total score of the resume review and interview. (2) Only the interview top score.		
<input type="checkbox"/> Complete Reference checks (minimum of two for primary and all alternate selections, these can be completed once you know who you are interviewing to save some time).		
Determine the selectee and complete a Selection Recommendation Memo for the approving official that includes:		
<input type="checkbox"/> a. Date of announcement		
<input type="checkbox"/> b. Number of candidates referred by CPAC		
<input type="checkbox"/> c. Names and titles of resume and interview panel members		
<input type="checkbox"/> d. Reference check discussion competencies discussed		
<input type="checkbox"/> e. Primary and alternate selections with merit-based reason for selection		
<input type="checkbox"/> After concurrence from approving official, enter selection and alternate into USA Staffing.		
Notes:	<div style="border: 1px solid black; height: 60px; width: 100%;"></div>	
Selecting Official Name:	Signature:	Date:

Appendix D: IMCOM Directorate – Training Hiring Checklist

POSITION INFORMATION	
Job Title:	Pay Plan-Series-Grade
Supervisor Name and Email:	TDA Para/Ln:
HIRING CHECKLIST:	

- Selection Recommendation Memo which includes:
 - Dates of announcement
 - Number of candidates referred by CPAC
 - Names and titles of résumé and interview panel members
 - Number of candidates identified for interview
 - Reference check discussion competencies discussed
 - Primary and Alternate selections with merit based reason for selection
- Résumé for all interviewed candidates
- Consolidated scoring matrix which includes individual panel member's scores for both panels
- Interview questions with scoring criteria
- Résumé review scoring criteria
- Referral list/s
- Vacancy Announcement/s
- Position description

FORT SILL REFERENCE CHECK FORM					
Candidate Name: _____			Person Contacted: _____		
INQUIRY CONCERNING APPLICANT FOR EMPLOYMENT					
RESPONDENT BURDEN: Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.					
1. IN WHAT CAPACITY DO YOU KNOW THE APPLICANT? <input type="checkbox"/> APPLICANT'S EMPLOYER <input type="checkbox"/> AS APPLICANT'S SUPERVISOR <input type="checkbox"/> CO-WORKER <input type="checkbox"/> PERSONAL FRIEND <input type="checkbox"/> OTHER <i>Specify</i> _____					
2. HOW LONG HAVE YOU KNOWN THE APPLICANT? _____					
<i>NOTE: Complete Items 3 through 5 ONLY if you have been applicant's employer or supervisor</i>					
3. BRIEF DESCRIPTION OF APPLICANT'S DUTIES IN LAST POSITION WITH YOU _____ _____ _____					
4. INCLUSIVE DATES OF ABOVE POSITION _____			5. NUMBER AND TYPE OF EMPLOYEES SUPERVISED BY APPLICANT _____		
6. EVALUATION OF APPLICANT'S PERFORMANCE					
Poor (0 to 33% of the time); Below Average (34% to 49% of the time); Satisfactory (50% to 79%); Above Average (80% to 89%); Superior (90% or more).					
<i>NOTE: Please check the appropriate column for each item.</i>					
	POOR (1)	BELOW AVERAGE (2)	SATISFACTORY (3)	ABOVE AVERAGE (4)	SUPERIOR (5)
A. QUANTITY OF WORK: Keeps up with workload, ability to multi-task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. QUALITY OF WORK: Produces product with little to no error, work products meet intent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. KNOWLEDGE: Demonstrates job proficiency, picks up new subjects quickly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. INITIATIVE: Forward thinker, capable of picking up implied tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. DEPENDABILITY: Meets suspense, completes work consistently, no attendance issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. EFFECTIVE WORK RELATIONSHIPS: Team player, good internal/external customer service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. ATTENDANCE: Arrives on time, uses leave appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. IF CIRCUMSTANCES PERMITTED, WOULD YOU REHIRE THE APPLICANT? <input type="checkbox"/> YES <input type="checkbox"/> NO (If "YES" give reason) _____					
8. REASON APPLICANT LEFT YOUR EMPLOYMENT _____ _____					
<i>NOTE: All addressees are requested to complete the remaining items.</i>					
9A. TO YOUR KNOWLEDGE, HAS THE APPLICANT LOST A JOB WITHIN THE LAST 5 YEARS BECAUSE HIS/HER CONDUCT OR WORK WAS NOT SATISFACTORY? <input type="checkbox"/> YES <input type="checkbox"/> NO (If "YES" complete 10B, 10C, and 10D)			9B. NAME AND ADDRESS OF EMPLOYER _____ _____		
9C. REASON FOR TERMINATION OR RESIGNATION _____ _____			9D. TO YOUR KNOWLEDGE, WAS THE APPLICANT NOTIFIED AS TO THE REASON FOR TERMINATION? <input type="checkbox"/> YES <input type="checkbox"/> NO		
10. TO YOUR KNOWLEDGE, IS THE PERSON RELIABLE, HONEST, TRUSTWORTHY, AND OF GOOD CHARACTER? <input type="checkbox"/> YES <input type="checkbox"/> NO (If "NO" explain fully in Item 12.)					
11. WOULD YOU RECOMMEND THE APPLICANT FOR THE JOB WHICH HE/SHE HAS APPLIED? <input type="checkbox"/> YES <input type="checkbox"/> NO (If "NO" explain fully in Item 12.)					
12. USE THIS SPACE AND ADDITIONAL SHEETS, IF NECESSARY TO SUPPLY ANY OTHER PERTINENT INFORMATION AND FURTHER EXPLANATION YOU MAY WISH TO MAKE IN CONNECTION WITH YOUR ABOVE ANSWERS _____ _____ _____					
13. SIGNATURE _____		14. TITLE OR OCCUPATION _____		15. DATE _____	

FS FORM 54, DECEMBER 2022
 DIRECTORATE OF HUMAN RESOURCES

PREVIOUS EDITIONS ARE OBSOLETE

After reviewing the resumes, please record your score for each of the selection factors listed. Please note, the Total and Average columns will calculate automatically. Each factor is weighted and that score is automatically calculated into the total. Save this spreadsheet and return it to Mr. Chet Witkowski with the scores filled in for each factor.

Score Sheet for Position Name, USAG Fort Rucker

Name	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Total	Weighted Average
1	0	0	0	0	0	0	0.00
2	0	0	0	0	0	0	0.00
3	0	0	0	0	0	0	0.00
4	0	0	0	0	0	0	0.00
5	0	0	0	0	0	0	0.00
6	0	0	0	0	0	0	0.00
7	0	0	0	0	0	0	0.00
8	0	0	0	0	0	0	0.00
9	0	0	0	0	0	0	0.00
10	0	0	0	0	0	0	0.00
11	0	0	0	0	0	0	0.00
12	0	0	0	0	0	0	0.00
13	0	0	0	0	0	0	0.00
14	0	0	0	0	0	0	0.00
15	0	0	0	0	0	0	0.00
16	0	0	0	0	0	0	0.00
17						0	0.00
18						0	0.00
19						0	0.00
20						0	0.00

Criteria

Factor 1 List Factor 1 for resume to be rated against

- Factor 1 3
- Factor 2 3
- Factor 3 2
- Factor 4 2
- Factor 5 1

Grading Factors

- Supervisor 6 Points Position Wrking & Trmg(+3yrs)
- Highly acceptable 3 Points Position wrking and/or Trmg(-3yrs)
- Acceptable 2 Points Not Position Wrking
- Barely acceptable 1 Point No Position Trmg
- Unaccept 0 Points No Example

Weight Factor