



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL
FORT SILL, OKLAHOMA 73503

REPLY TO
ATTENTION OF

ATZR-C

4 May 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recruitment, Review and Selection Criteria for Senior Civilian Positions within the US Army Fires Center of Excellence (FCOE), CG Policy 12-24

1. As senior leaders we are responsible to ensure that we attract, hire and retain the best possible employees to fill our FCOE civilian vacancies. This is accomplished by ensuring that we take all prudent steps to ensure our recruitment efforts, candidate screening criteria and ultimate selection decisions are meticulously planned, accomplished transparently, and supports FCOE human capital enterprise approach. This memorandum establishes a centralized review and approval process for Senior Civilian hiring actions, effective immediately, for all current and future recruitment actions. The Deputy to the Commanding General (DtCG) will be the centralized review and approval authority, and I will serve as the appeal review authority. The following procedures and processes will be followed in the fill of all DA civilian positions at the GS-15 or equivalent grade level, and all GS-14 or equivalent Deputy and/or supervisory positions next below the Commander/Director level. Activity Commanders/Directors are encouraged to consider establishment of similar internal procedures for fill of other civilian positions within their activities.
2. Activity Commanders/Directors will remain the selection officials; however, FCOE Command Group review and approval by the DtCG must be obtained prior to transmitting selection to our CPAC. The DtCG will serve as final approval authority in the case of irresolvable differences. Failure to follow the procedures set forth herein will not provide a cause for relief to any employee or candidate in the event these procedures are not followed in the selection process, regardless of whether an exception to deviate has been granted.
3. Identification of candidates for covered positions will be accomplished through world-wide recruitment efforts. Recruitment criteria will be sufficiently detailed to ensure high quality applicants, and announcement periods, areas of consideration and candidate accessibility will be of sufficient length to meet all regulatory requirements and to maximize candidate opportunity to apply. Recruitment criteria and procedures will not be tailored to focus on the skills of a select individual or to provide unfair advantage over select individuals or to provide unfair advantage over select individuals or groups.
4. The evaluation of candidates and recommended selections for covered positions will be affected through use of a selection recommendation panel. Panel members will be

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determined by the selecting official and must have the knowledge and expertise necessary to adequately screen candidates against the position requirements.

a. Panel should consist of an uneven number of members (3-5 recommended), military or civilian, who are not in positions subordinate to the position being filled. Where possible, members should be at or above the grade level of the position to be filled, and be diverse both in ethnicity and sex. If comparable grade level is not feasible, members should be at least at a supervisory level (e.g. Deputy, Division Chief, etc.) comparable to the position being filled. Members need not be assigned to the Activity where the vacancy exists.

b. Procedures for panel review and evaluation of candidates will be determined by the selecting official. At minimum panel members will be provided a current position description reviewed and confirmed as accurate by the selecting official, an evaluation matrix approved by the selecting official detailing the review criteria to be used in assessing each candidate, candidate resumes, and any other information deemed critical in performing the review and recommendation tasking. Panel members will not disclose information pertaining to their actions and will sign a nondisclosure agreement.

c. Selecting official will consider the assessment and recommendation of the panel consensus and that of individual members but is not required to accept panel assessment in the selection. Panel assessment results and selecting official recommendation will be part of the approval process discussed below.

d. Formal interview and contacting of references, if provided, of the top candidates will be completed by the selecting official. The panel assessment matrix consolidated results will be documented in a final "roll up" scoring of each candidate assessed and will be used by the selecting official to establish the selection interview requirements. FCOE standard for number of candidates interviewed will be based on the rollup scores, i.e., those candidates whose scores reflect clear superiority over the others. The number of interviews may vary based on the applicant pool but should be the top 3-5 candidates assessed. Where such distinction cannot be made, the selecting official must evaluate recruitment and/or assessment efforts to date to determine if further recruitment should occur to attract additional candidates and/or whether the assessment matrix was sufficiently detailed to distinguish between eligible candidates.

5. The fill of covered positions will undergo at least two centralized FCOE review/approval procedures before a selection may be affected. Whenever possible all review/approval documentation should be submitted electronically.

a. Prior to initiating formal recruitment efforts, the selecting official will submit a decision package detailing the recruitment strategy, candidate screening criteria and

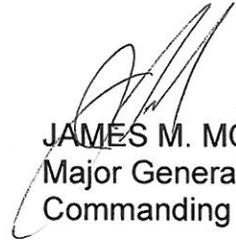
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9. This policy will remain in effect until superseded.

10. POC for this memorandum is the Secretary to the General Staff, 580-558-0599.

3 Encls



JAMES M. MCDONALD
Major General, USA
Commanding

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