



REPLY TO  
ATTENTION OF

ATSS-CD

**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY SERGEANTS MAJOR ACADEMY  
11291 SGT E. CHURCHILL STREET  
FORT BLISS, TEXAS 79918

20 January 2015

MEMORANDUM FOR ALL ASSIGNED/ATTACHED PERSONNEL, US ARMY  
SERGEANTS MAJOR ACADEMY, FORT BLISS, TX 79918

**SUBJECT: Policy Memorandum # 12, Fair Hiring Policy for Department of the Army  
Civilians (DACs)**

**1. References.**

- a. U.S. Code, Title 5, Section 2301.
- b. DoD Joint Ethics Regulations 5500.7-R

**2. Purpose.** The U.S. Army Sergeants Major Academy supports the belief that personnel management is based on and embodies the Merit System Principles. The merit system principles are the public's expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees. As the Department of Army experiences continuous change in the management of human resources (centralization, deregulation, delegation, etc.), it becomes increasingly important that supervisors and managers incorporate the merit system principles into every decision process they use. The principles are:

- Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
- Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicap condition, and with proper regard for their privacy and constitutional rights.
- Provide equal pay for equal work and recognize excellent performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Manage employees efficiently and effectively.
- Retain and separate employees on the basis of their performance.
- Educate and train employees when it will result in better organizational or individual performance.
- Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.

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- Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situation (i.e., protecting employees who report illegal and/or wasteful activities).

3. **Execution.** Each hiring action will have a minimum of two board members comprising the fair hiring panel. The constitution of the panel will normally include the supervisor of the vacant position being hired against, and either the Chief of Staff (CofS) or Director of Training (DOT) serving as the chair person of the panel. The CofS will chair all support staff hiring actions and the DOT will chair all DOT hiring actions. Additional board members may be appointed by the respective chair person as necessary. Each panel member will accomplish the following actions as part of their responsibilities under this policy.

a. Review Position Description for the subject vacancy paying particular attention to the primary duties and responsibilities required for the position. Board members should highlight the PD as necessary to capture key duties/responsibilities and to reflect back on while scoring the resumes.

b. Score each resume utilizing a scoring matrix designed to assign a numeric value to each applicant's resume. The CofS or DOT will approve the scoring matrix prior to any resume being scored.

c. Board members will score each resume individually and without collaboration with each other. Consistency and fairness are key to the intent of our program. Albeit the areas on the Scoring Matrix are specific in nature, thought should be exercised in granting points for like experience that may not be titled the same as the area being graded. Operational and Planning experience comes in different forms but it's the conceptual thinking process that supports operations and planning that should be looked for -- and not just an entry on the Resume that states..."Operational & Planning" experience. We owe it to all applicants to truly interpret their experience and not to just look for exact wording matches. An applicant that has the right wording for a specific area on the matrix may not be better qualified than another candidate who has a broader experience base but labels his/her experience differently.

d. After completing scoring of all resumes, the board members will meet to discuss findings and to agree upon the candidates who qualify for an interview. The chair person will provide the list of individuals to be interviewed to the Director, HR for scheduling. Proper execution of the interview process is contained at the Enclosure.

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e. After the conduct of all interviews, the board will remain convened to weigh the results of the interviews and to arrive at a recommendation to forward to the Commandant. Panel members will turn in all records and documents relating to the hiring action to the Director, HR. All scoring instruments, except for the narrative summary point paper will be destroyed after the decision of the Commandant. The point paper will remain on file for a period of one (1) year as a record of the panel's recommendation to the Commandant.

f. The chairperson of the board will submit aforementioned point paper to the Commandant for his consideration in reaching a decision. The Commandant is not bound by the recommendations of the panel as he is the sole selection authority for USASMA.

g. After the Commandant has made a selection, the Director, HR will input that selection back to CPAC in order to make the job offer to the selectee. The selection process remains confidential until such time as the selectee accepts the job offer and CPAC sets an Entry on Duty (EOD) date.

4. The Commandant retains the authority to make non-competitive appointments in accordance with applicable regulations and mission criticality.

5. Questions concerning this policy will be directed to the Director, Human Resources, (915) 744-8383.

**“ULTIMA STRONG!”**

Encl



DENNIS E. DEFREESE  
CSM, USA  
Commandant

**Conduct of Interviews**

1. The Director, HR will ensure interview location is arranged, coordinated, and prepared for the subject interviews.
2. Panel members will bring their scoring and notes relative to each interviewee to use during the interview process.
3. The Director, HR will introduce each interviewee to the panel during in-person interviews and have that individual seated in the prescribed location. During telephonic interviews, the Director, HR will introduce each board member to the interviewee and then turn the proceedings over to the chairperson of that particular panel for execution of the telephonic interview.
4. The chair person of the panel will open the board proceedings by introducing both board members and issuing the introductory remarks for the interview. A sample of such introduction is as follows:

"Mr./Mrs. \_\_\_\_\_, you are here today to interview for the position of \_\_\_\_\_. Your resume and records have indicated to this panel that you are among the best qualified for this vacancy. You will be asked questions today on the technical aspects of the Position Description for the vacancy, as well as Army values based questions. These questions are intended to give the panel members a clear picture of your professional attributes and technical skills. Do you have any questions of the board members before we proceed?" If not, we will begin questioning with \_\_\_\_\_.

5. The chair person of the panel will close the board proceedings when all questions are completed by issuing the following statement:

"Mr./Mrs. \_\_\_\_\_, we want to thank you for your time today and for your interest in becoming a part of the USASMA team. If you are the selectee for this vacancy, CPAC will be contacting you with an offer and further instructions. If you are not selected for this vacancy, you will be notified of that through the CPOL Answer program where you applied. Management will not be able to discuss this hiring action or the status of the selection with you any further after today. Do you have any questions? If not, once again thank you and have a good day."