



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY, EUROPE  
UNIT 29351  
APO AE 09014-9351

REPLY TO  
ATTENTION OF:

AEPE-CB

11 Dec 2014

MEMORANDUM FOR HQ USAREUR Staff Principals and Commanders of USAREUR Major Subordinate Commands (MSCs) and USA NATO Brigade Commander

SUBJECT: USAREUR 2015 Hiring Guidance for United States (U.S.) Civilian positions

This memorandum expires in 1 year.

1. References.

a. Memorandum, Under Secretary of the Army, 4 June 2013, subject: Department of the Army Civilian Hiring Reform Initiative

b. Guide, HQs CHRA, January 2013, subject: Civilian Hiring Reform Process

c. Memorandum, HQDA SAMR, 7 Sep 2011, subject: Hiring Reform Mandatory Performance Objective

d. Memorandum, HQ USAREUR, AEPE-CB, 28 January 2014, subject: USAREUR Hiring Guidance

2. This memorandum supersedes the USAREUR hiring guidance established in reference d.

3. Applicability. This memorandum applies to all USAREUR organizations with U.S. civilian appropriated fund positions.

4. Purpose. This memorandum outlines the Department of the Army (DA) civilian hiring reform initiative, establishes USAREUR 2015 hiring guidance, and emphasizes the importance of linking this to execution of U.S. civilian work-years/pay dollars. USAREUR continues to significantly and chronically under execute U.S. civilian work-years/pay dollars which places future command funding levels at risk for redistribution across the Army in upcoming programming and budgeting cycles. It is the responsibility of managers at all levels within USAREUR to exercise fiscal discipline over allocated resources. One of the keys to properly managing work-year execution/pay dollars is a workforce projection plan for current year plus two in a manner similar to a spending plan. This guidance should be used to aid in the development and implementation of workforce projection plans as well as to manage current recruitment, placement, and reshaping.

5. Army Civilian Hiring Reform. In accordance with references a. through c., the Army's goal is to fill vacant positions within 80 days of creation of Requests for Personnel Actions (RPA). The OPM hiring model, below, assumes that products are pre-positioned and ready for recruitment upon initiation of the RPA.

a. OPM 80-Day Hiring Model:

Initiation of RPA to Receipt in Personnel	3 Days - Management Time
Receipt of RPA to Vacancy Announcement	7 Days - HR Time
Vacancy Announcement Time	10 Days
Vacancy Announcement Close to Referral	16 Days - HR Time
Referral List with Management	15 Days - Management Time
Referral Return to Commit	3 Days - HR Time
Commit to EOD	26 Days - Management Time

Management time = 44 Days

HR Time = 26 Days

Announcement time = 10 Days

b. All USAREUR commanders, managers and supervisors will continue to support this initiative through strong partnerships between the Human Resource liaisons and the CHRA Civilian Personnel Advisory Centers (CPAC). Managers' and supervisors' performance objectives and efforts will be aligned with this initiative. Efforts to support include the following:

(1) Identify positions/vacancies that must be entered into the USAREUR Manning Database and Workforce Planning Tool (WPT). Over the next three years, continue the ongoing validation audit of 100% of the position descriptions in your staff section, at a rate of at least 25% per year until complete. Pre-position recruitment documents such as the position description and USA Staffing Assessment Questionnaire into the WPT. Your local CPAC will assist you in this process.

(2) Determine selection panel members (if required), hiring criteria/matrix and interview questions prior to receipt of referral list. Management is required to make selections within 15 days. A first extension of this time frame may be requested by the selecting official; however, second extensions should be approved by the next level manager and any subsequent extensions, by the Staff Principal, MSC Commander or equivalent. This will ensure compliance with hiring reform performance objective and support execution of pay dollars.

(3) After the acceptance of a job offer, ensure the entrance on duty (EOD) date is made as soon as possible, but within a maximum of 45 days.

6. USAREUR Hiring Guidance. Organizations have the authority to use all hiring flexibilities.

a. Internal hires may be supported for professional development; however, leaders and managers should be mindful that these contribute to the expansion of hiring lag.

b. Recruitment to fill using permanent candidates external to USAREUR and CONUS is recommended, especially if they have return rights. This will facilitate both funding execution plans and return of an employee if in the future the position is identified for reduction.

c. USAREUR organizations have the authority to overlap departure and arrival of personnel to support transition of mission and programs.

d. Recruitment efforts should begin at a minimum of six months prior to the anticipated vacancy, e.g., upcoming DERS.

e. Non-competitive placements (e.g. reassignments, re-promotions) should be considered to reduce hiring lag, as long as the candidate meets the hiring criteria.

f. Hiring of temporary, TERMS, and Reemployed Annuitants for short term projects or positions not being retained in projected workforce plans is encouraged.

7. Workforce Shaping Tools. All HQ USAREUR Staff Principals and Commanders of MSCs will use workforce shaping tools to manage and execute workforce staffing plans. Options may be discussed with local CPAC.

a. Organizations must continue to effectively manage tours (i.e., approving/denying tour extensions, curtailing tours, etc.) as a way to execute hiring plans and work-years. If a position is identified as a future reduction, tours should be aligned to mitigate impact on employees.

b. Management should not extend tours if it would result in an employee losing their return rights, unless there is a mission/business case to do otherwise.

c. As required, USAREUR G1/Civilian Personnel Director may authorize Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay to support workforce reshaping efforts.

d. During the execution of staffing plans over the next several years, the USAREUR Mandatory Surplus Placement Program will be available for U.S. employee placement when future reductions are imminent.

8. Reporting Requirements. Request for Personnel Actions (RPAs) will continue to be coordinated and routed via G8-MMD. 21<sup>st</sup> TSC and JMTC will send weekly reports of new actions to G8-MMD for tracking purposes. We must maintain accountability of all workforce shaping and personnel actions initiated by USAREUR organizations.

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9. Questions regarding this guidance should be directed to Mimi Azcarraga, DSN 537-1531. Thank you for your continued support to achieve positive results in our hiring reform initiatives.

A handwritten signature in black ink, appearing to read 'Vera A. Garcia', with a large, stylized flourish at the beginning.

VERA A. GARCIA  
Assistant Deputy Chief of Staff, G1  
(Civilian Personnel)