



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

AEAGA-C

21 April 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recruitment Strategy for Civilian Positions in the Balkans

This memorandum expires in 1 year.

1. Civilian positions in the Balkans are critically important to the success of our mission to support the growth of democracy and peace in the region. As resources are stretched thin to support the intense conflicts in Southwest Asia, it has become increasingly difficult to recruit civilian employees with the skills needed to accomplish the mission. In order to meet this challenge, we need to refine our strategies to recruit skilled employees and ensure that qualified candidates are considered and employed.

2. Managers and human resources (HR) professionals in the Heidelberg Civilian Personnel Advisory Center (CPAC) and the Civilian Personnel Operations Center (CPOC) share the responsibility for implementing recruitment strategies designed to attract and retain qualified employees to ensure that position vacancies do not compromise the mission in the Balkans. Managers and supervisors will do everything possible to fill vacancies promptly. For example, managers and supervisors will—

a. Determine whether requirements are best met by an Army civilian employee, a contract employee, or another source.

b. Begin the recruitment process as soon as a vacancy is projected.

(1) Submit a request for personnel action (RPA) at least 120 days before the position is projected to be vacant because of the departure of an incumbent employee.

(2) Submit a recruitment RPA when an employee registers in the DOD Priority Placement Program.

(3) If the recruitment process will be completed before the current employee departs, coordinate with your resource management staff to find out whether or not funds will be available for an overlap of employees. If not, adjust the start date of the new employee to coincide with the departure of the current employee.

c. Be proactive by “networking” and becoming involved in outreach activities to identify potential candidates.

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d. Use available incentives. All Balkan positions are designated hard-to-fill and are eligible\* for the following incentives:

(1) Relocation bonus. This is a bonus up to 25 percent of base pay that may be authorized for current employees. This is a lump sum payment.

(2) Recruitment bonus. This is a bonus up to 25 percent of base pay that may be authorized for newly hired employees. This is a lump sum payment.

(3) Retention allowance. This is an allowance up to 25 percent of base pay for current employees when the employee may leave Federal service either through retirement or resignation.

(4) Advance in-hire rate. Under this incentive, pay is set for a newly hired employee above the step-1 grade because a position is hard-to-fill and the employee has superior qualifications for the position.

(5) Tour extension. Army employees currently assigned to the European theater on established tours who volunteer for a Balkans assignment may have their tour extended for up to 2 years, if the losing organization concurs. The length of the extension will be twice the amount of time the employee is deployed, but not longer than 2 years. However, if the overall tour is extended beyond 5 years, the DOD organization in the continental United States (CONUS) is not required to extend the statutory reemployment rights. Employees who have completed an initial tour in the Balkans for which they received a relocation bonus are still eligible to receive a tour extension, if they extend in the downrange position and meet all other requirements.

\*NOTE: Employee eligibility for a specific incentive will depend on the applicant source and the individual situation.

e. Coordinate with your resource management staff to allow use of permanent appointments when the proponent can demonstrate that a vacancy for which the employee is qualified will be available in the European theater on completion of the deployed assignment. In such cases, proponents may allow full permanent change of station (PCS) to the Heidelberg area for employees, and their families, recruited from CONUS. After in-processing in Heidelberg, the employee is sent on temporary duty (TDY) or temporary change of station (TCS) to the Balkans for a specified amount of time with a return to the Heidelberg area for the remainder of the 3-year tour. Employees who are receiving living quarters allowance (LQA) for family members in the overseas area may not be sent on TCS without loss of LQA. The decision to use permanent appointments must be made before submitting the RPA to ensure the recruitment is done properly.

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- f. Make multiple selections to expedite hiring if candidates decline.
  - g. Use Balkan vacancies as developmental assignments or training opportunities for Army career program participants with appropriate skills.
  - h. Provide follow-on employment in the European theater to Army in Europe employees who volunteer for temporary assignments in the Balkans consistent with the 5-year rule, which limits the duration of overseas employment.
  - i. Work with proponent security managers to obtain clearance waivers as expeditiously as possible after employees have accepted positions.
  - j. Provide coverage for Balkan vacancies by identifying current employees for temporary assignment (either voluntary or involuntary) when vacancies cannot be filled.
3. CPAC and CPOC professionals will work with management to shorten recruiting times when possible. HR professionals have already taken steps to improve vacancy announcements to highlight benefits of assignments in the Balkans by adding information about financial incentives, tour extensions, and links to details about living and working in the Balkans. They have also made contact with the Army Career and Alumni Program (ACAP) staff to explore ways of distributing job information to Soldiers as soon as they decide to leave the Service. CPAC and CPOC professionals will—
- a. Analyze past recruitment actions and projected vacancies to develop a strategic recruiting plan.
  - b. Advise managers by providing various recruitment options. Here are some examples:
    - (1) Use open continuous announcements and advance recruitment when it will decrease hiring times.
    - (2) Advertise for temporary promotion, temporary reassignment, and term appointments simultaneously.
    - (3) Indicate an overtime requirement in the vacancy announcement when substantial overtime work is anticipated. Some employees consider the opportunity to work overtime as an incentive.
  - c. Coordinate with the Civilian Human Resources Agency (CHRA) to promote Balkans vacancies when CHRA participates in CONUS job fairs.

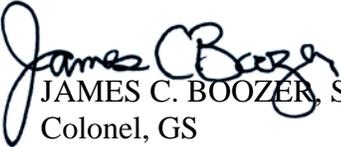
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d. Meet with Heidelberg ACAP representatives to determine how best to provide job information to military personnel as soon as they decide to leave the Service.

4. If you have any questions or comments about this strategy or the recruitment incentives, please contact the Contingency Operations Unit at the Heidelberg CPAC at DSN 370-8671.

FOR THE COMMANDER:

  
JAMES C. BOOZER, SR.  
Colonel, GS  
Deputy Chief of Staff

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