



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111



March 10, 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Senior Civilian Affirmative Outreach and Recruitment
Policy (GS-15)

This policy memorandum amends Assistant Secretary of the Army (Manpower and Reserve Affairs) memorandum of September 23, 1988, subj: Senior Executive Service (SES) Affirmative Action Policy; DACS-ZD message (Oct 88) 261700Z. subj: SES and GS/GM-15 Affirmative Action Policy; and DAPE-CPE memorandum (18 Jan 89), same subject. The following provisions apply to all GS-15 competitive selections, to include local merit promotions and centralized career referrals.

Since 1988 the Army has charted an ambitious course to overcome barriers to professionally advancing candidates for senior level appointment. Now, as then, the goal is an "equal employment opportunity (EEO)" environment. Although representational gains have been made, statistics show we must continue to ensure that all qualified candidates are equitably considered for promotions to SES "feeder" grades. With this in mind, I would like to clarify my requirements for GS-15 selections.

Commanders at all levels are ultimately accountable for EEO processes and are obligated to ensure full compliance with affirmative outreach and recruitment policy.

Selecting officials, by their decisions, directly affect the composition of our work force. To ensure a wide applicant pool and meaningful EEO progress, selecting officials must:

- a. Review outreach and referral documents to satisfy themselves that reasonable effort was made to attract a full complement of qualified candidates, to include minorities, women, and individuals with disabilities.
- b. Document fully justifiable reasons for selection on DA Form 2600, Referral and Selection Register or DA Form 2302-2-R, Civilian Career Program Referral Record.

c. Report selection statistics according to procedures established by their functional chief (FC) or personnel proponent.

Functional chiefs and personnel proponents must work to foster broad-based employee representation. They are to critically monitor outreach, referral, and selection activities. Most importantly, they are charged with intervening when either the letter or the spirit of EEO policy is in question. As stewards of fairness, they are to:

a. Advise selecting officials, in writing, to ensure that they understand their accountability for EEO and responsibility for reporting requirements.

b. Review GS-15 referral lists and supporting recruitment/outreach plans prior to referral of candidates to the selecting official.

c. Participate directly in the selection process by serving on interview or selection panels, when appropriate.

As they execute their mandate, FC and proponents may (1) personally review all documents relating to the hiring process; (2) delegate review authority to the FC representative; or (3) delegate review authority to an SES member/general officer (GO) at either the MACOM level or at local sites of hire. If none is available at a local site, documents will be reviewed and forwarded to the FC or personnel proponent by a senior executive or GO in the selecting official's chain of command.

I will review command-specific and Army-wide representational statistics and confer with commanders, activity heads, FC, and personnel proponents as appropriate. Under separate cover you will receive guidance for submission of semiannual referral and selection reports.

Requirements for the SES remain unchanged. Functional officials will continue to review referral lists and proposed selections to ensure that all SES candidates have been fully and fairly considered.

The Army Leadership remains committed to EEO. I encourage all responsible officials to improve our representational standing by taking an active and personal interest in selections for high grade civilian positions.



Sara E. Lister
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

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