

Hiring Elements End-to-End Hiring Roadmap

ELEMENTS AND TASKS*

Validate the Need against the Workforce, Staffing and Recruiting Plans

Ownership: Manager

Maximum number of calendar days: 1

- Review workforce, succession and staff acquisition plans.
- Review recruitment plan to identify the resources and sources for recruitment.
- Understand the skills gap in the organization.

Request Personnel Action (RPA) to Fill Job

Ownership: Manager

Maximum number of calendar days: 1

- Create RPA (SF-52) to fill the position.
- Obtain approval of the RPA (SF-52).

* The number of days for each step within the 80-day standard is a suggested timeframe. Agencies may need to adjust the number of days for each step while keeping within the 80-day standard for end-to-end hiring.

Helpful Hint: Develop and use a “Hiring Contract” between the manager and the Human Resources Office that spells out each party’s responsibility and timeframe for filling the job.

Review the Position Description

Ownership: Manager, Human Resources Office

Maximum number of calendar days: 1

- Review position description for currency and accuracy of the duties and occupation.
- Identify changes to the position.
- Verify risk level designation.
- Verify sensitivity level/clearance eligibility.

Helpful Hint: Use the Position Designation System developed by OPM when it is released in final form, to aid in determining sensitivity level/clearance eligibility. In the interim, continue to apply the current Position Designation System, to aid in determining sensitivity level/clearance eligibility.

Confirm Job Analysis and Assessment Strategy

Ownership: Manager, Human Resources Office

Maximum number of calendar days: 5

- Confirm Job Analysis:
 - Identify the critical duties and responsibilities of the job.
 - Identify the knowledge, skills and abilities (KSA) or competencies required to perform the duties and responsibilities of the job.
 - Identify KSAs/competencies to be included in the assessment strategy.
 - Identify factors that are important in evaluating eligibles.
 - Document the job analysis process for future use.
- Identify an Assessment Tool:
 - Use an assessment tool based on:
 - KSAs/competencies identified in the job analysis.
 - Grade level of the position to be filled.
 - Validity of the assessment.
 - Expected number of applicants.

- Resources such as raters and automated systems.
 - Time to develop.
 - Cost.
- Determine availability of an existing assessment tool or develop/procure a new tool such as:
 - Structured Interview.
 - Written Test.
 - Assessment Center.
 - Work Sample.
 - Crediting Plan/Rating Schedule.
- Choose a Ranking Method:
 - Determine method of ranking eligible candidates (hereafter “eligibles”), such as category rating or traditional ranking procedures (Rule of Three).

Helpful Hints:

- Use OPM’s interactive Assessment Decision Tool to customize the assessment strategy based on specific competencies and other factors relevant to the hiring situation (e.g., volume of applicants, level of available resources). See <http://apps.opm.gov/ADTadt/ADTClientMain.aspx.content.aspx?JScript=1>.
- Refer to OPM’s Assessment Decision Guide for additional information about the range of assessment tools (e.g., structured interview, work sample) at <http://apps.opm.gov/adt/content.aspxJScript+1>.
- Review OPM’s Hiring Tool Kit at <http://www.opm.gov/hiringtoolkit/>.
- Develop a job analysis library covering mission-critical and frequently filled positions. OPM maintains a job analysis data base called “HR Manager” and it is updated periodically as occupational studies are completed. Access is limited to subscription holders.
- Develop assessment library covering mission-critical frequently filled positions.
- Use the Uniform Guidelines on Employee Selection Procedures when developing a new assessment.

See <http://www.usdoj.gov/crt/emp/uniformguidelines.html>.

Create and Post a Job Opportunity Announcement including Identifying Career Patterns

Ownership: Human Resources Office

Maximum number of calendar days: 2

- Identify required items for a job announcement:
 - Agency name
 - Announcement number
 - Title of the position
 - Series
 - Grade(s) or equivalent and entrance pay
 - Open and closing dates (including cut-off dates, if any)
 - Duty location
 - Number of vacancies
 - Description of duties
 - Qualification requirements (including KSAs/competencies)
 - Basis for rating
 - How to apply
 - Ensure appropriate/adequate record keeping of all actions/transactions
 - Agency's definition of "well qualified" (Career Transition Assistance Program (CTAP), Interagency Career Transition Assistance Program (ICTAP) and Reemployment Priority List (RPL).
 - Information on how to claim Veterans' Preference
 - EEO Statement
 - Reasonable Accommodation Statement

- Identify optional items:
 - Recruitment/Relocation incentive opportunities
 - Alternative work schedules
 - Part-time employment and job sharing opportunities
 - Telework options
 - Employee benefits
 - Work/Life programs
 - Transit subsidy
 - Employee assistance programs
 - Incentive award opportunities
 - Development and training opportunities

- Identify security requirements:
 - Review the level of security required to perform the duties of the position.

- Identify Career Patterns for applicants based on workforce and recruitment planning process.

- Identify the length of time of process from applying to entering on duty.

- Post Job Opportunity Announcement:
 - Review agency public notice requirement/policy.
 - Post job opportunity announcement on OPM's USAJOBS website.

Helpful Hints:

- Develop and/or use standard job announcement templates for mission-critical and frequently filled positions. OPM developed standard job announcement templates for Secretary, Accountant, Accounting Technician and Contract Specialist for agency use. These templates can be found on USAJOBS (Employer Services), CHCO website at <http://www.chcoc.gov/Transmittals/TransmittalDetails.aspx?TransmittalID=1354> and <http://www.chcoc.gov/Transmittals/TransmittalDetails.aspx?TransmittalID=907> and the *Delegated Examining Operations Handbook* website at <http://www.opm.gov/deu/DEOHmemos/index.asp>.

- For Career Patterns Initiative refer to http://www.opm.gov/hcaaf_resource_center/careerpatterns/.

- Develop an automated staffing system that performs functions that generates job opportunity announcements (JOAs); posts JOAs on USAJOBS; accepts applications via Internet, phone, or fax; tracks applicant status and notification, etc. For more information on USA Staffing: The Automated Solution for Public Sector Hiring refer to <http://www.opm.gov/hr/employ/products/services/usastaffing/usastaffing.asp>.

Receive Applications and Notify Applicants

Ownership: Human Resources Office

Maximum number of calendar days: 10

- Use an automated staffing system that provides reasonable accommodation in the application and hiring process for individuals with disabilities.
- Take into account individuals who do not have internet access.
- Accept applications with supporting documentation only during the open period of the job announcement.
- Document receipt of applications by date stamping applications on hard copy applications or with electronic date markers.
- Notify applicants of receipt of their application.

Helpful Hint: Develop an applicant tracking system to provide regular updates on the status of an application as significant decisions are reached. See the Government's "Pledge to Applicants."

Close Job Opportunity Announcement

Ownership: Human Resources Office

- Job Opportunity Announcement removed from USAJOBS based on the closing date.

Evaluate Applications

Ownership: Human Resources Office

Maximum number of calendar days: 15 calendar days

- Evaluate Applications:
 - Review applications for minimum qualification determination.
 - Review applications for selective placement factors, if any.
 - Review applications for quality ranking factors, if any.
 - Identify CTAP, ICTAP, or RPL eligibility:

- Determine application meets “well-qualified” definition identified on job announcement.
 - Review applications for legal requirements (i.e., veterans’ preference, citizenship, age, etc.).
 - If the job requires an OF-306 at the time of application, it may be necessary to screen applications to determine if there are issues that warrant referring the case for a suitability determination. If there are, suitability should be adjudicated, based upon a background investigation appropriate to the risk designation for the position. Similarly, it may be necessary to screen applicants to determine if they are eligible for the position, based upon the sensitivity designation, including consideration of requirements for access to classified information.
- Rate and rank applications:
 - Rate applications based on the assessment tool created for the position.
 - Apply veterans’ preference, if appropriate.
 - Place eligibles in the appropriate ranking order (i.e., traditional ranking or category rating).
- Notify applicants of results of the qualification evaluation.

Issue Certificate and Notify Eligibles

Ownership: Human Resources Office

Maximum number of calendar days: 1

- Issue Certificate of Eligibles to selecting official:
 - Rank eligible candidates based on the ranking procedure identified in the job announcement.
 - Create a list of eligible candidates for review by the selecting official.
- Notify eligible candidates who were not referred on the certificate:
 - Notify applicants of the status of their applications whether they were determined eligible or ineligible for the position.

Review Applications, Schedule and Conduct Interviews, Check References, Make Selection and Return Certificate

Ownership: Manager

Maximum number of calendar days: 15

Review Applications of eligible candidates on the certificate:

- Determine the best eligible candidates for the position based on a review of the applications/resumes and all appropriate documents by the selecting official.

- Schedule and conduct interviews:
 - Determine and follow agency policy on interviewing eligibles.
 - Schedule and conduct interviews either by the selecting official or panel.
 - Develop interview questions specific to the position.
 - Train individuals, including supervisor or manager, if a structured interview is being conducted as part of the assessment process.
 - Identify best candidate(s) for the position based on the interview process.
 - Check references, verify current and/or previous employment, conduct reference checks of current and/or previous supervisors and conduct personal reference checks of individuals identified by the candidate.

- Sign and return certificate:
 - Sign and return certificate identifying the selected individual for the position.

Helpful Hint: Develop standard operating procedures (SOP) on reviewing applications, conducting interviews, checking references, making a selection and returning the certificate. These SOPs must be in compliance with the appropriate laws and regulations such as veterans' preference.

Tentative Job Offer and Acceptance

Ownership: Human Resources Office, Security Office

Maximum number of calendar days: 3

- Audit certificate for compliance with laws and regulations.
- Extend a tentative job offer to selectee.
- Solicit, review and verify information from selectee such as DD-214, college transcripts, OF-306, *Declaration for Federal Employment*, etc. if not already provided with the initial application.
- Notify remaining eligibles that a selection was made.

Initiate Investigation at the Appropriate Level for the Position to be Filled

Ownership: Human Resources Office, Security Office

Maximum number of calendar days: 10

- Refer to the Security and Suitability Roadmap.

Official Offer and Acceptance

Ownership: Human Resources Office

Maximum number of calendar days: 2

- Allow selectee to accept or decline job offer and make necessary arrangements with current employer.

Enter on Duty

Ownership: Human Resources Office

Maximum number of calendar days: 14

- Allow selectee to return necessary forms for entry on duty such as information necessary for background investigation and the like.

Orientation Roadmap begins.