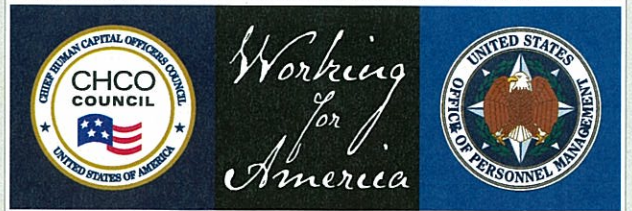UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

END-TO-END HIRING INITIATIVE

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

CHCO COUNCIL
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Preamble

The End-to-End (E2E) Hiring Roadmap is a product of the partnership between the Office of Personnel Management and the Chief Human Capital Officers Council Subcommittee for Hiring and Succession Planning. This new approach to Federal hiring is designed to focus on the applicant: his or her expectations, needs and interests. One of the challenges facing Federal agencies is how to attract and recruit qualified individuals by meeting their expectations for user-friendly application procedures, clear communication about the hiring process and an engaging orientation experience. The E2E Hiring Roadmap puts into practice the principles underlying the following Pledge to Applicants.

Pledge to Applicants[*]

We recognize that a Government's most important asset is its people. To attract talented people to the service of the Nation, we believe the application process should enable rather than deter job seekers. To that end, we will work to ensure a process that reflects these principles.

1. A user-friendly application process that is not unduly burdensome or time consuming.

2. Clear, understandable job announcements and instructions for applying.

3. Timely and informed responses to questions about the requirements and the process.

4. Prompt acknowledgement that their application has been received.

5. Regular updates on the status of their applications as significant decisions are reached.

6. A timely decision-making process.

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[*] The "Pledge to Applicants" can be found on the first page of the Delegated Examining Operations Handbook, the principle guide for HR specialists. It can be found at www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf.

CHAPTER 1 – BACKGROUND

In the next five years, the Federal Government will lose a significant portion of its valued workforce through attrition, primarily due to retirement. The Government's ability to replace this loss of skills and experience with new talent will depend on our capability to efficiently and effectively recruit, hire and retain high performing employees.

There is broad agreement that the current competitive hiring process could be improved. Applicants regularly report confusion about differences among agencies' application processes, complex application requirements that are difficult to meet, and lack of communications from the agencies as to the hiring process and the applicant's status. Human Resources (HR) professionals express frustration at a perceived lack of managerial commitment to participate fully in the key elements of hiring such as workforce planning and delays in decision making that slows the process. Managers complain that HR policies and procedures are unclear, overly bureaucratic and non-responsive to their needs.

These combined frustrations make it more difficult for the Federal Government to hire qualified employees in the stiff competition for the top talent.

Past attempts to address hiring processes have taken a component-by-component (or stovepiped) approach. Based on these previous experiences and agencies' current hiring needs, OPM decided to take a new, comprehensive and integrated approach to Federal hiring. In 2008, OPM launched four initiatives, all designed to honor the Pledge to Applicants by transforming the hiring experience for applicants, managers and HR. These initiatives are:

- Streamlined job opportunity announcement: In early April, OPM created a new job announcement template for Governmentwide entry-level accounting and secretarial vacancies. Since April, OPM has collaborated with the Federal Acquisition Institute, along with the Chief Information Officer Council, and Patent and Trade Office, and the Chief Financial Officer Council (to name a few) in developing additional streamlined job announcements for the acquisition, information technology, patent and trademark, and law enforcement communities. The new templates reduce the length and complexity of traditional announcements–OPM's model is now approximately four pages written in plain language and eliminates the additional requirement, beyond the resume, for further explaining the applicants' knowledge, skills and abilities (KSAs).

- Centralized repository of qualified applicants for the acquisition community: OPM brokered an agreement across major agencies and organizations involved in recruitment for the Governmentwide mission critical occupations (for example: Contract Specialist). The agreement creates a centralized repository of qualified applicants for entry-level acquisition positions. Participating agencies will be able to draw from this central repository for immediate placement of individuals who have already been certified as qualified for these positions. Currently, participants include DOD, the Federal Acquisition Institute (FAI) OPM and others.

- Senior Executive Service (SES) Pilot: OPM initiated a two-pronged approach to hiring at the Government's highest levels: one approach provides for ascertaining that the

applicant possesses Executive Core Qualifications (ECQs) based solely upon his or her resume and the other approach stays more in line with traditional hiring by requiring the applicant to demonstrate possession of ECQs in a more narrative form. This new practice, which has been implemented as a pilot, will allow OPM to determine whether more streamlined job announcements for its executive leadership will result.

- End-to-End (E2E) Hiring Initiative: OPM joined with the Chief Human Capital Officers Council Subcommittee for Hiring and Succession Planning to transform Federal hiring by strategically integrating and reengineering its five components: workforce planning, recruitment, hiring process, security and suitability and orientation.

This document presents the E2E Hiring Roadmap. The Roadmap explains each of the five components of hiring, shows how the five are strategically integrated, provides step-by-step implementation instructions and establishes key Governmentwide measures for effective hiring. The Roadmap is designed to transform the competitive hiring process for applicants from outside the Federal Government while still complying with applicable law.

The E2E Roadmap begins with Workforce Planning. Workforce planning is a systematic process for identifying the human resources required to meet an agency's mission and goals and developing strategies to meet these requirements. This includes: 1) determining the number as well as the skills (and proficiency level) of required workers and where and when they will be required; 2) identifying actions that must be taken to attract, develop and retain the number and types of workers the agency requires. Workforce planning is also an essential tool for aligning human resource requirements through workforce shaping with budget decisions so organizations can meet their strategic objectives.

The second component of the E2E Roadmap is Recruitment. Recruitment is an on-going process requiring attention even at times when the agency is not "actively" seeking to fill jobs. Recruitment strategies should be directly informed by workforce planning in order to target anticipated talent requirements. Posting a job opportunity announcement is not a substitute for the more focused recruiting that agencies need to undertake to fill positions with the best qualified applicants. It is essential that agencies use all of the tools available to ensure a sufficient pool of qualified and diverse applicants.

The third component of the E2E Roadmap is the Hiring Process. Effectively attracting and evaluating candidates, while following merit system principles and meeting veterans' preference requirements, drives the components within the hiring process. It is imperative that the HR servicing office and line management engage in hiring as a collaborative process with open communications and shared accountability. Advanced planning, the effective use of technology and clear and continuous communication are keys to an effective hiring process.

The fourth component of the E2E Roadmap is Security and Suitability. Suitability is the process by which the character and conduct of applicants and employees are assessed to assure that their Federal employment will protect the integrity and promote the efficiency of the Federal service. The security clearance process includes investigating and adjudicating the background of applicants and employees to determine their eligibility for access to classified information, as appropriate.

The fifth and final component of the E2E Roadmap is Orientation. Orientation is the agency's effort to acculturate a new employee into the organization. As with any new relationship, how the agency treats a new employee during the first interactions leaves a lasting impression. It is the responsibility of every agency to inform and educate new Federal employees about the civil service, their specific organization, their duties and responsibilities and the pay and benefits aspects of Federal employment. This is based on the assumption that the sooner a new employee experiences the benefits of a comprehensive and well-implemented orientation program, the sooner the employee will become a contributing member of that organization and the more likely that individual is to stay with the agency.

Together, these five components create a strategic hiring process that is focused on positive outcomes for applicants, hiring managers and human resources officials. The outcome measures that accompany the Roadmap will be used by OPM and the CHCO Council to assess Governmentwide progress toward the initiative's goal to ensure the Federal hiring process is clear, communicative and effective.

CHAPTER 2 – METHODOLOGY

The End-to-End Hiring Initiative was launched in February 2008 as a partnership between the Office of Personnel Management (OPM) and the Chief Human Capital Officers Council (CHCO Council) Subcommittee for Hiring and Succession Planning. The goal of the initiative is to improve the overall experience for applicants and hiring officials in the Federal hiring process by:

- Designing a roadmap for hiring end-to-end, from workforce planning through the first year of a new employee's orientation.

- Integrating all aspects of hiring to attract qualified candidates, keep applicants well informed of the hiring process and acculturate new employees to agency mission.

The End-to-End Hiring Initiative focused on competitive hiring for applicants from outside of the Federal Government, which is governed by Title 5 of the United States Code and OPM regulations interpreting and applying Title 5.

Initiative Steps and Results

OPM published the End-to-End Hiring Initiative as an Operational Goal in the 2008 Addendum to the agency's Strategic and Operational Plan. The goal states, "Collaborate with one or more pilot agencies to design an end-to-end hiring model by April 1, 2008; implement and evaluate the model by July 1, 2008; and issue a Governmentwide standard by September 1, 2008."

Collaborate with one or more pilot agencies to design an end-to-end hiring model by April 1, 2008:

OPM kicked off the initiative in February 2008 with a one-day conference of the CHCO Council Subcommittee on Hiring and Succession Planning, along with other stakeholders, including the Partnership for Public Service, the Corporate Leadership Council, Young Government Leaders, the Government Accountability Office and the Merit Systems Protection Board. During the meeting, several agencies presented efficient and effective hiring processes which served as the foundation for developing the five components of the E2E Roadmap (Workforce Planning, Recruitment, Hiring, Security and Suitability and Orientation). During this initial meeting, the group also set the parameters for defining a successful hiring process.

After the February session, an interagency workgroup comprised of several CHCO Council Hiring and Succession Planning Subcommittee member agencies met on a weekly basis to design the E2E Roadmap and associated outcome measures.

Goals established by the E2E Hiring working group included:

- Develop specific standards for each component of the E2E Roadmap in order to measure effectiveness.

- Develop efficient and effective solutions to the E2E processes and procedures in an effort to further reduce the time to hire for both the applicant and the manager.

- Work with Federal agencies to pilot and refine the E2E Roadmap by conducting gap analysis on current practices and processes, providing assessment and evaluation and issuing formal recommendations and standards on the E2E process.

- As a companion to the issued standards, develop a "user's guide" that provides the "who, what, when, why and how" to all aspects of E2E hiring processes and procedures. The user's guide will include tools, scripts, tips, successful practices and other support elements that agencies can integrate into their own hiring processes and procedures.

The working groups first thoroughly assessed the processes and procedures of the five key components to determine the current facts and perceptions of Federal hiring. They identified the policy drivers and developed measures of performance for each area.

In analyzing each component, the working group assessed the procedures, mechanisms, process or procedural gaps, sequencing of sub tasks and any successful or promising practices. The working group identified several areas within each component where efficiencies might be realized while enhancing that component's outcome. The working group then analyzed all components together as an integrated, systemic whole. They found several key linkages, for example, the root cause for less than optimal results in a particular component was often affected by one or more of the other components. In addition, the working group identified strategic "threads" that link the five components. One example is the Career Patterns initiative, in which agencies use workforce planning to identify needed occupations and the career patterns that relate to these occupations. The Career Patterns thread carries the results of this analysis forward into the other components of E2E hiring: recruitment efforts targeted to these career patterns, job opportunity announcements that advertise attractors for people in these career patterns, communications during security and suitability processes to manage expectations for these employees and an orientation process that addresses the specific concerns and expectations of employees exhibiting these career patterns. Other strategic threads were identified to assure clear integration of the five components of hiring.

Implement and evaluate the model by July 1, 2008:

From April through June 2008, CHCO Council subcommittee pilot agencies continued collaborating with OPM on a process to test and improve the E2E Roadmap. Each component of the Roadmap was piloted in at least one agency and in some cases multiple agencies piloted one component to enable comparison of experiences. To launch the pilot process, agencies conducted gap analyses between their "as-is" and the "to-be" processes and procedures delineated in the Roadmap and created implementation plans for testing the new processes and procedures. The pilot agencies also established baselines against several of the outcome measures identified by the workgroup for the E2E Roadmap.

Midway through the pilot process, agencies assessed the implementation results, identifying successes, challenges and any gaps in policy, process or procedure. The working group analyzed these assessment results and incorporated pilot agency recommendations and lessons learned into the Roadmap.

During the pilot phase, the five component workgroups further developed the E2E Roadmap components, researching promising practices and creating a step-by-step guide for implementing each component. Workgroup and pilot agencies met every two weeks to discuss the interrelatedness between the developing model and the implementation testing. The result of this effort is the Roadmap contained in this document.

Issue a Governmentwide standard by September 2008:

To ensure that the Federal human resource community had the opportunity to comment on the Roadmap, OPM disseminated the draft to all the CHCO Council agencies on July 2, including additional representatives from the small agency community. Thirteen agencies responded with constructive feedback including specific suggestions for changes to the document. Based on this feedback, the Roadmap was revised and reviewed with the interagency working group. The final version was shared with the CHCO Council's Hiring and Succession Planning Subcommittee for approval prior to its Governmentwide dissemination on September 1, 2008.

CHAPTER 3 – THE E2E HIRING ROADMAP

The Roadmap - A Comprehensive / Integrated Set of Components

Static Processes

Workforce Planning

Set Strategic Direction (Human Capital Strategic Plan) • Analyze Workforce Supply & Demand • Develop Competency Action Plan
(6 mos prior to FY start)

Implement Plan (Start of FY) • Monitor / Maintain Reconcile (Continuous) • Evaluate / Measure (Quarterly Reporting) • Adjust Plan (As needed)

Recruitment

Create Agency Brand **(6 mos prior to FY start)** • Select / Train Recruitment Team (On-going) • Create Recruiting / Staffing Plans • Identify Career Patterns • Develop Marketing Strategies **(6 mos prior to FY start)** • Cultivate Relationships Build Network (On-Going) • Identify Agency-Specific Recruitment Cycles (5 Days) • Evaluate / Measure Recruiting / Staffing Plans Marketing Strategies (On-Going) • Adjust Plan (As needed / required)

Dynamic Processes

Hiring Process (Applicant - 70 calendar days / Manager - 80 calendar days)

Validate Need (1 Day) • Request Personnel Action (1 Day) • Review / update Position Description (1 Day) • Confirm Job Analysis and Assessment Develop Strategy (5 Days) • Create and Post Job Opportunity Announcement including Career Patterns (2 Days) • Receive Applications & Notify Applicants (10 Days) • Close Job Opportunity Announcement • Evaluate Applications (15 Days) • Issue Cert / Notify Applicants (1 Day) • Selecting Official: Review Applications / Conduct Interviews / Check References / Select / Return Certificate (15 Days) • Tentative Job Offer / Acceptance (3 Days) • Initiate Security Check (10 Days) • Official Offer / Acceptance (2 Days) • Entry on Duty (14 Days)

Security/Suitability

Validate Need (1 Day) • Designate Position Sensitivity/Determine Level of Investigation (1 Day) • Initial Acceptability Using OF-306 (1 Day) • Initiate Request for Investigation (10 Days) • Investigation In progress Interim Credentialing upon Fingerprinting Results (2 Days) • Adjudicate Investigation (20 Days)
(40 Days if extensive investigation required)

Static Process

Orientation

Building the Foundation (60 Days prior to Entry on Duty) • Pre-On-boarding (20 Days prior to Entry on Duty) • On-boarding Phase I: 1st 5 Days Phase II: 1st 30 Days

Engagement & Training (1st 30-90 Days) • Performance & Team Building (120 Days from Entry on Duty) • Integration & Transition (300+days from Entry on Duty)

WORKFORCE PLANNING ROADMAP

Workforce Planning

Workforce Planning	Recruitment	Hiring	Security / Suitability	Orientation

► **7 functions**
► **52 weeks**

1 Apr   1 Oct

Budget Execution

Set Strategic Direction (Human Capital Strategic Plan)	Analyze Workforce Supply & Demands	Develop Competency Action Plan	Implement Plan	Monitor - Maintain Reconcile (Continuous)	Evaluate – Measure (Quarterly)	Adjust Plan (As Required)

6 Months Prior to FY Start

OVERVIEW

Workforce planning is a major component of strategic human capital management. It is defined as the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. Workforce planning is based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet human capital goals and objectives that link to the agency's mission and strategic objectives.

Effective workforce planning enables the organization to: 1) link workforce requirements directly to the agency's mission and strategic and annual business plans; 2) develop a comprehensive picture of where gaps exist between competencies the workforce currently possesses and future competency requirements; 3) identify and implement gap reduction strategies, especially for mission critical occupations; 4) make decisions about how best to structure the organization and deploy the workforce; and 5) identify and overcome internal and external barriers to accomplishing strategic workforce goals.

Identifying workforce requirements requires a top-down approach beginning with the agency's strategic objectives. Analysis must include consistent, reasoned criteria and methods for determining and validating the positions' required skills, grades, types and locations.

The development of practical workforce strategies to include recruiting, retention and shaping requires the participation of executive leadership, management, employees, and agency staff responsible for financial management and acquisition as well as human resources. A good workforce planning process also will have a comprehensive communication plan and change management mechanisms in place as tools to allow agency personnel to adjust recruiting and retention strategies relative to possible changes in mission and/or resourcing.

Workforce planning is also an essential tool for aligning budget allocations to human resources requirements so organizations can meet their strategic objectives. The workforce planning process has multiple steps and is a continuous, cyclical process that must begin well before the new budget execution cycle. The workforce planning process is designed for execution in sequence as each step informs the next. For practical purposes it is necessary to begin some steps prior to completion of the next step, and to align execution of steps with the budget planning and execution timeline.

Workforce planning is an essential piece of the hiring process. But it is not a stand alone component; as previously stated, it must be correctly done up front if the other four components of the hiring process are to be effective. Once the workforce planning phase is complete, it must be effectively managed as it will impact the subsequent related hiring components.

ASSUMPTIONS

- Workforce planning is used as the keystone to an effective and efficient recruiting and hiring program

- Workforce planning is an ongoing process tied to budgetary decision making

- Agency Strategic Plan is current

- Agency has dedicated workforce planners who are trained and competent on use of workforce analysis

- Workforce planning is conducted in concert with other agency staff functions (budget, human resources, operations, logistics, facilities, information technology (IT), other)

- The current workforce competencies are validated. If competencies are not validated, additional time will be needed to adequately develop, assess and validate the competency model

- There will be variation in the time needed to accomplish tasks due to the following:
  - Executive interest and message to agency, workgroup, etc.
  - Expertise in workforce planning
  - Size of agency

CHALLENGES

- Inadequate analysis tools or systems

- Lack of workforce planning competencies and expertise

ELEMENTS AND TASKS

<u>Set Strategic Direction (6 months prior to beginning of fiscal year (FY), 4-6 weeks duration)</u> - Align the workforce planning process with the agency's strategic plan, annual performance and business plans and work activities.

Ownership: Executive and mid-level management, Human Resources Office

- Obtain leadership commitment to include champion at executive level

- Set mission, vision and objectives with emphasis on integrating agency and component level organization perspectives

- Identify organizational direction and ensure that all supporting plans and documentation link to workforce planning efforts:
  - Agency Strategic Plan
  - Human Capital Plan
  - Recruitment Plan (agency branding efforts, staffing plan, Career Patterns analysis, hiring flexibilities, incentives)
  - Succession Plan (mission critical occupations, key leader)
  - Career Pattern analytical tool

- Identify roles and responsibilities:
  - Define and integrate Human Resources as a strategic partner
  - Have a process for soliciting and receiving input from line managers, team leaders and key workforce planning staff

- - - o   Identify current processes and conduct risk assessment to include barrier analysis.

- Develop Workforce Planning System and Processes:
  - o Workforce Plan should be completed 90 days prior to fiscal year.
  - o Workforce plan is integrated with the budget cycle (year of execution and at least one budget year).
  - o Ensure workforce requirements are appropriately prioritized and all necessary funding and resources are in place to execute the plan and document unfunded requirements and impacts.

- Identify desired results of workforce planning system:

  - o Make the business case for workforce planning.

- Set measures for organizational performance.

Best Practice: Create a Strategic Workforce Planning Team made up of key personnel from different organizational levels.

Analyze Workforce Data and Identify Skill Gaps (6 months prior to beginning of FY) - Analyze the current workforce and then compare needs against available skills.

Ownership: Managers, Human Resources Office

- Analyze current state of workforce to answer two basic questions, "Who works for the organization today?" and "What skills, and at what strength and proficiency levels, exist in the organization's current workforce?"

- Conduct baseline assessment:
  - o Population: total workforce, organizational composition, series, grade/band, etc.
  - o Workforce projections: accessions/separations, transfers, retirement, turnover/attrition, termination, retention.
  - o Consider the many variables regarding workforce demographics.

- Analyze future state of the workforce:
  - o Develop workforce requirements (this becomes the foundation for developing the position descriptions).
  - o Future considerations, such as labor trends, market shifts, economic factors, educational trends, technology changes, competitive sourcing, hard to fill jobs, bench strength of workforce and reorganizations.
  - o Develop forecast models of both best case scenarios and worst case scenarios.
  - o Identify mission critical occupations such as; IT, Human Resources Management and Acquisition.

- o Complete the Career Patterns checklist to ensure agency talent needs are identified.
- Conduct workforce competency assessment (the identified competencies are derived from job analysis):
  - o Review mission, strategy and trend data to develop competency models for mission critical occupations.
  - o Work with senior agency and program leadership to refine and select strategic competencies.
  - o Review positions to identify where those competencies are required.
  - o Assess current workforce against required competencies, including desired proficiency levels for each position.
  - o Use competency assessment results to analyze the gaps between current workforce and identified needs.
    - ▪ Use "future state" analysis to consider evolution of current workforce into the future, including changes in demand and supply.
    - ▪ The results of this phase will help develop strategies to manage the future workforce to meet mission requirements.
    - ▪ Validate and utilize assumptions for scenario building.
  - o Forecast hiring needs by number and occupation (skill) and develop strategies for a proactive approach to meeting projected vacancies.
  - o At this point, agencies may:
    - ▪ Get pre-approval from upper management for proactive recruitment to required/approved levels of hiring.
    - ▪ Develop a system for tracking hiring against vacancies as per the approved hiring plan.

- Complete job analysis (performed in the Workforce Planning process by the Human Resources Office).
  - o Create position description.
- Assess risk level and sensitivity level for the position.

Develop Competency Action Plan (6 months prior to beginning of FY) - Identify strategies to close gaps, plans to implement the strategies and measures to assess strategic progress

Ownership: Manager, Human Resource Office

- Develop plan to close competency gaps:
  - o Create strategies, implementation actions and timelines to close the gaps.
  - o Identify plan stakeholders and responsibilities (who does what and when).
  - o Identify critical success factors, measures and risks.
  - o Identify strategies to close competency gaps including recruitment, training, redeployment, mentoring and other initiatives.
  - o Set milestones against which to periodically assess the plan to ensure objectives are being achieved.

- Develop Human Resources infrastructure and program support to implement the actions.
  - o Recruitment Plan: agency branding efforts, staffing plan, identify Career Patterns, identify hiring flexibilities, incentives.

- Develop communications strategy.

> **Tip:** The workforce plan will include a number of strategies for addressing talent management issues. For instance agencies may choose to close competency gaps through recruitment, training and development, business process reengineering, etc, all of which may require a separate action plan that includes associated resourcing issues.

Implement (beginning of FY) - Ensure human and fiscal resources are in place, roles are understood and the necessary communication and coordination occur to execute the plan and achieve strategic objectives.

Ownership: Managers, Human Resources Office

- Develop an implementation strategy for the workforce plan:
  - Ensure that all roles are clarified
  - Establish timelines and milestones
  - Provide for accountability as appropriate

- Communicate the workforce plan (continuous–not a one-time effort).

- Obtain organizational buy-in:
  - Executive level buy-in
  - Consider using pilot initiatives to test innovative methods and approaches as well as manage change
  - Establish reconciliation mechanism to compare the plan against actual results during implementation
  - Revise based on feedback from managers, workforce and other stakeholders

Monitor (during workforce plan implementation) - Observe, review and monitor program activities and internal and external developments that may affect the action plan

Ownership: Managers, Human Resources Office

- Monitor progress against milestones and measures

- Adjust plan as needed to address new workforce issues resulting from changes in mission priorities or resourcing posture

- Assess for continuous improvement purposes

<u>Evaluate (quarterly)</u> - Assure linkage of workforce planning to accountability system and processes

   Ownership: Managers, Human Resources Office

- Assess outcomes against indicators to determine success, lessons learned and failures

- The agency's plan is evaluated by internal stakeholders for effectiveness and to determine if adjustments are required

- Address new workforce and organizational issues

- Monitor progress against milestones

- Assess for continuous improvement purposes

<u>Adjust Plan (as required)</u> - Make adjustments to plan to address all relevant issues
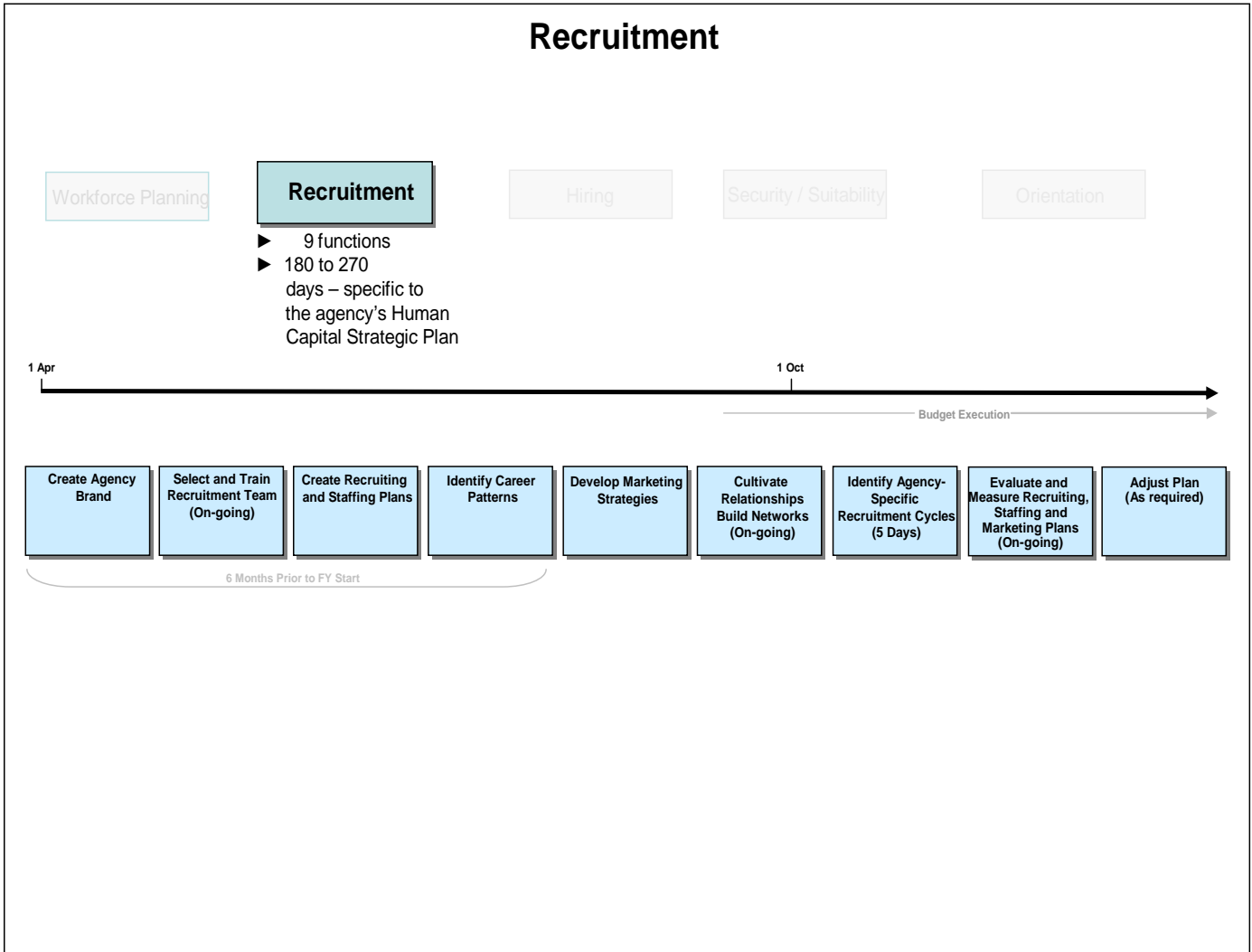
   Ownership: Managers, Human Resources Office

MEASURES

Percentage of managers reporting they have the information needed to make effective decisions regarding staffing requirements.

Percentage of annual staffing projection (number and required competencies) achieved (Source: Annual Human Capital Management Report and Systems, Standards and Metrics, Mission Critical Occupation Resource Chart).

RECRUITMENT ROADMAP

Recruitment

Workforce Planning	**Recruitment**	Hiring	Security / Suitability	Orientation

► 9 functions
► 180 to 270 days – specific to the agency's Human Capital Strategic Plan

1 Apr   1 Oct

———►

Budget Execution ————————►

Create Agency Brand	Select and Train Recruitment Team (On-going)	Create Recruiting and Staffing Plans	Identify Career Patterns	Develop Marketing Strategies	Cultivate Relationships Build Networks (On-going)	Identify Agency-Specific Recruitment Cycles (5 Days)	Evaluate and Measure Recruiting, Staffing and Marketing Plans (On-going)	Adjust Plan (As required)

6 Months Prior to FY Start

OVERVIEW

Effective recruitment in high-performing organizations occurs when management owns the process and human capital efforts are tied to the agency's mission and program goals. The agency's recruiting and workforce planning efforts must be based on the understanding of the talent challenges, hiring needs, required skills and competencies and a comprehensive strategic human capital plan. Hiring priorities and overall recruitment strategies must be outlined and approved in the workforce planning process.

Recruitment is an on-going process which requires attention and resources, even when agencies are not "actively" seeking to fill jobs. Posting a job opportunity announcement is not a substitute for the more focused recruiting agencies should undertake to fill positions with highly qualified applicants. Passive recruitment strategies have proven ineffective in attracting the best qualified and most diverse pool of candidates. Agencies with a proactive recruitment model focused on building talent pipelines, cultivating and maintaining partnerships, monitoring recruiting activities and sharing accountability will be more successful in securing top talent.

Recruitment budgets in most agencies have remained steady or decreased. Agencies must ensure their recruitment teams have the necessary training, tools and support to maintain or increase the quality of hires while working within the constraints of limited resources. In order to develop a solid, efficient recruiting plan after first identifying, validating and prioritizing workforce requirements, it must bedetermined where the highest payoff can be realized and targeting those areas/institutions first. Developing employment branding and identifying strategic recruitment activities in the up-front phase of the workforce planning process will better position agencies to achieve greater results in recruiting top quality hires.

To assess and improve the way the Federal Government is attracting the right talent, agencies should solicit feedback from new hires with no prior civil service experience for assessing the reasons they chose to work for the agency, as well as their job search and hiring experience.

ASSUMPTIONS

- Recruitment is:
  o Based on merit principles
  o A critical management function
  o An ongoing process requiring constant management and adjustments based on changes in the organization's mission or resources

- Complies with statutes and regulations

- Accords with the "Pledge to Applicants"

- Strong commitment and support from senior-level officials and managers in the recruiting process at all levels

- Agencies' human capital initiatives include strategies to attract, recruit, develop and retain a diverse workforce

- Workforce Plan was developed and up-front planning activities were conducted

- Agencies promote their mission and career opportunities to potential applicants at all times, not just when filling jobs

- Full-time Equivalent (FTE) allocations and recruitment initiatives are aligned with the agency's strategic priorities and performance budget, and are funded within existing budgetary guidelines

CHALLENGES

- Resource constraints for recruiting activities (e.g., staff)

- Talent shortage in the job market and increased competition across Federal agencies for highly qualified talent

- Shortage of highly skilled human resources practitioners

- Existing technology/automation is not always used effectively, especially for tracking and reporting

- Inattention to recruiting process optimization due to lack of planning, staff, training and resources

ELEMENTS AND TASKS

Create or Refine Agency Brand (as necessary)

Ownership: Managers

Maximum number of calendar days: 6 months prior to fiscal year (in conjunction with workforce planning)

- Develop an agency "brand" and branding strategies to build credibility with employees and potential applicants. Large agencies may want to develop an agency brand in addition to brands for bureaus and component agencies

- Develop strategies to implement the brand; branding the job is also important

- Ensure brand execution on the website

- Create recruiting materials and e-recruiting tools that reflect the agency brand

- Conduct brand audit to understand the internal state of the brand (e.g., What do employees and new hires think about the agency brand? Does the agency have any "off-brand" recruiting materials? Are potential applicants aware of the brand?)

Select and Train Recruitment Team

Ownership: Managers, Human Resources Office

Maximum number of days: On-going.

- Create a recruiting toolkit for the recruitment team and "train the trainer" materials

- Select a cadre of effective and diverse recruiters with the right competencies to market the agency mission and its careers; recruitment teams should comprise a variety of career employees (e.g., managers, recent college graduates/new hires, human resources practitioners, "veterans" of the agency) who are in the kind of jobs for which the agency is recruiting

- Train recruiters on recruitment functions, protocols, roles and responsibilities in the recruiting process

- Designate an individual and/or committee to work with the recruitment faculty at colleges, universities, downsizing industries, military transition centers, or other institutions that might provide a source of qualified candidates

- Designate someone to identify and build relationships with professional organizations

- Review training materials frequently to ensure information is current

Create Recruitment and Staffing Plans

Ownership: Managers, Human Resources Office

Maximum number of calendar days: 6 months prior to fiscal year.

- Align recruitment plan with the agency workforce plan, staffing acquisition plan, succession plan, affirmative employment plan, retention plan and other human capital initiatives

- Set an overall recruitment vision for the agency and articulate goals, objectives, expectations and accountability

- Request input from stakeholders in the development of recruitment strategies

- Identify skills gaps

- Create an evaluation plan

- Review career paths and utilize individual developmental plans

- Analyze retirement projections and exit interview survey data

- Analyze staffing needs

- Identify incentives, such as student loan repayments and recruitment and relocation incentives to attract high-quality candidates. Incentives must be aligned with the agency's strategic priorities and performance and funded within existing budgetary resources

- Establish a mechanism to communicate with stakeholders groups

- Select recruiting metrics (e.g., applicants per recruiting source, recruitment yield, high-quality candidate ratio) and establish measures for assessing the effectiveness of individual recruitment activities (e.g., qualified applicants return on investment (ROI), offers ROI, hires ROI)

- Identify talent pools and recruitment methods
    - Study labor market
    - Determine skills sets of talent pools
    - Determine positions needing additional sourcing
    - Identify recruiting sources:
        - Colleges and universities with strong undergraduate and/or graduate programs in relevant areas
        - Job fairs
        - Career placement offices
        - Professional organizations
        - Advertisements in professional association publications
        - In-person presentations at professional gatherings (e.g., luncheons, conferences)
        - Internet
        - Resume banks
        - Job announcements on listserv

- Job boards (e.g., private sources, as well as USAJOBS)
- Online forums (i.e., blogs)
- Industry-specific publications (advertise)
- Military transition centers and veterans organizations
- Employee referrals
- Applicant search firms
- State employment offices

- Determine internal and external applicant sources (both competitive and non-competitive).

Identify Career Patterns

Ownership: Managers

Maximum number of calendar days: 90 days prior to fiscal year (in conjunction with workforce planning).

- Develop strategies to connect employees to the career path they want to be on and identify Career Patterns dimension such as time in career, mobility, permanence and flexible arrangements. For information on the Career Pattern initiative refer to http://www.opm.gov/hcaaf_resource_center/careerpatterns/.

Helpful Hint: Market the competitive Federal benefits package (e.g. annual leave, sick leave, health insurance, retirement) and work-life programs to attract the next generation of Federal employees, as well as experienced workers with appropriate competencies.

Develop Marketing Strategies

Ownership: Managers, Human Resources Offices

Maximum number of calendar days: 90 days prior to fiscal year (in conjunction with workforce planning)

- Create or improve recruiting page on agency's website to communicate effectively with applicants

- Select job posting websites to reach desired talent; include non-traditional marketing as part of the overall recruiting efforts to reach out to a diverse applicant pool

- Improve and streamline job opportunity announcements to ensure the information is clear and understandable to applicants

- Provide a realistic job preview to applicants; employment branding must be in sync with what the job is really like

- Survey the new-hires who were a good fit in their jobs and organizations at milestone points throughout their first year in the position to gauge their satisfaction with agency recruiting strategies; obtain their suggestions on ways to attract high-quality applicants

Helpful Hint: Share proven recruitment strategies and marketing models that work for the agency with its departments/components; this approach will eliminate costly and inefficient practices in the agency; establish a central resource center facilitates intra-agency distribution of information.

Cultivate Relationships and Build Networks

Ownership: Managers

Maximum number of calendar days: On-going

- Establish relationships with community colleges, four-year colleges and universities and professional organizations to draw from a cross-section of society (including, for example, historically black colleges and universities, Hispanic-serving institutions, women's colleges and schools with international programs)

- Partner with professional organizations that reach out to diverse applicant pools

- Develop effective relationships with university career placement offices, faculty and student and alumni organizations and keep them informed of internship opportunities and vacancy announcements

- Provide colleges and universities with data on projected hiring needs and skills that will be on demand in the future so they can tailor their courses to address those needs; partner with targeted universities in curriculum design

- Develop recruitment strategies (or localized marketing efforts) to fill a particular skills gap (e.g., military transition centers to fill acquisition gaps)

- Host speaking engagements at local middle and high schools to educate students about your agency's mission and careers and grow the next generation of applicants

- Develop targeted recruitment strategies for specific skills needed (e.g., partnership with Federal Acquisition Institute).

Helpful Hint: Partner with student, employee and professional organizations to conduct workshops on how to apply for a Federal government job and/or provide materials online to help educate applicants

Identify Agency-Specific Recruitment Cycles

Ownership: Managers, Human Resources Office

Maximum number of calendar days: 5

- Determine recruitment cycles based on the recruitment and staffing plans

- Coordinate agency-wide recruitment activities to maximize communications with recruitment teams and avoid duplication of efforts

- Develop and implement an ongoing feedback process and evaluation on the recruiting system

Helpful Hints: Post the calendar of professional and collegiate recruiting events the recruitment team will attend during the fiscal year on the agency's career website; also, a well-managed Student Career Experience Program (SCEP) summer intern program provides available talent pool for entry- and career-level positions

Evaluate and Measure Recruitment, Staffing Plans and Marketing Strategies

Ownership: Managers, Human Resources Office

Maximum number of calendar days: On-going or within 60 days of event

- Implement metrics to monitor the effectiveness of the recruitment program

- Review results of recruitment activities and identify what recruitment sources led to a larger number of qualified hires

- Monitor attrition rate of new hires

- Conduct customer satisfaction surveys and evaluate ratings

- Share results of evaluations with senior management, recruitment team and other stakeholders to obtain recommendations

- Revisit recruitment plan and recruiting activities regularly to make necessary adjustments

- Provide feedback to career placement officers, school administrators, deans, faculty, professional organizations and alumni groups on recruitment initiatives and results

- Prepare recruiting budget projections

- Ensure hiring projections are realistic

Adjust Plans

Ownership: Managers, Human Resources Office

Maximum number of calendar days: As needed (required step)

- Adjust recruitment plan and recruiting activities based on evaluation/measures
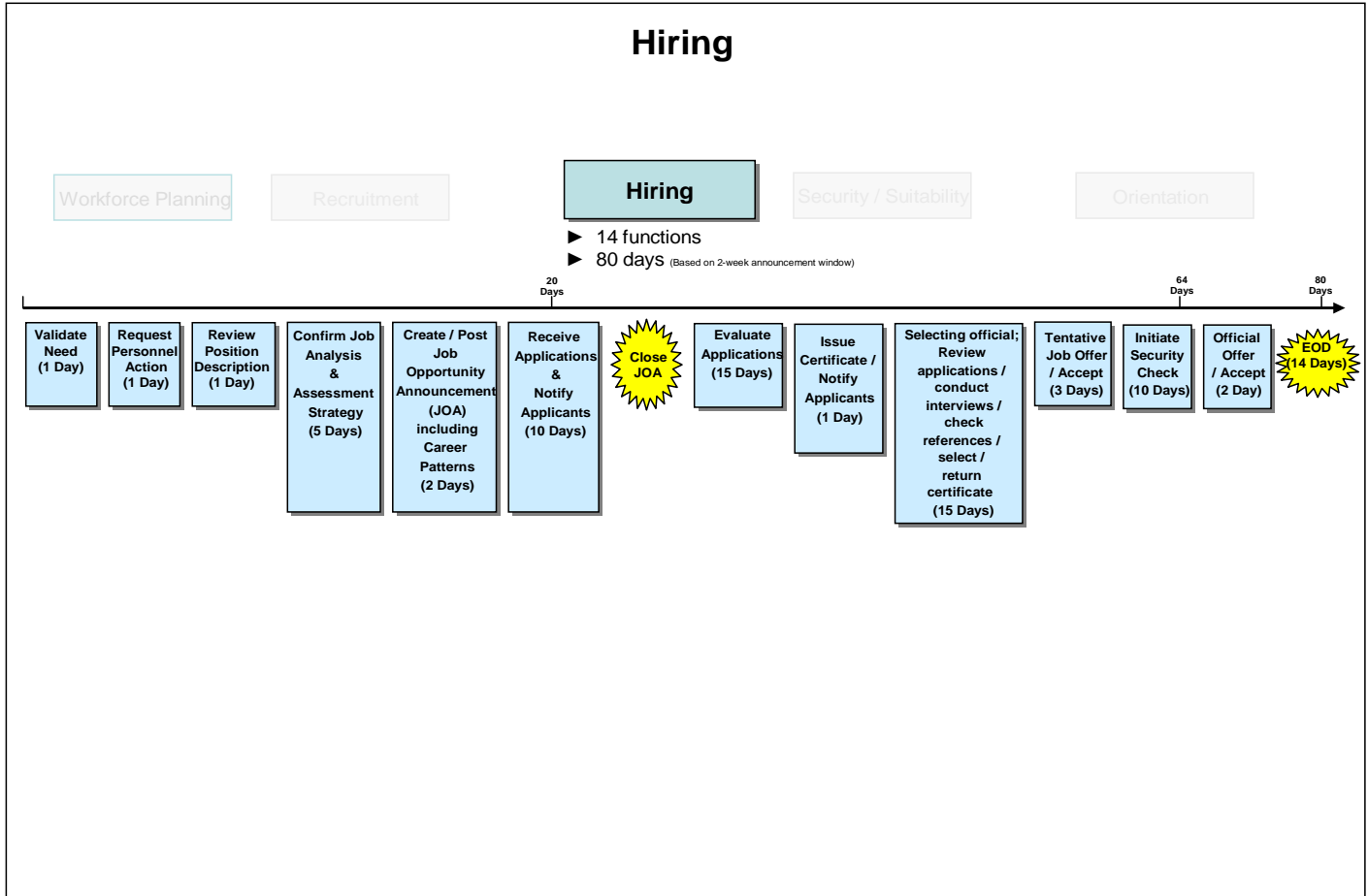
Orientation (refer to Orientation Process Roadmap)

MEASURES

Percent of applicants reporting hearing about the job from agency recruitment efforts (sources include the applicant survey (USAJOBS and/or agency survey))

Percent of new employees reporting hearing about the job from agency recruitment efforts (source: agency's New Hire Survey)

HIRING PROCESS ROADMAP*

Hiring

► 14 functions
► 80 days (Based on 2-week announcement window)

Step	Days
Validate Need	(1 Day)
Request Personnel Action	(1 Day)
Review Position Description	(1 Day)
Confirm Job Analysis & Assessment Strategy	(5 Days)
Create / Post Job Opportunity Announcement (JOA) including Career Patterns	(2 Days)
Receive Applications & Notify Applicants	(10 Days)
Close JOA	
Evaluate Applications	(15 Days)
Issue Certificate / Notify Applicants	(1 Day)
Selecting official; Review applications / conduct interviews / check references / select / return certificate	(15 Days)
Tentative Job Offer / Accept	(3 Days)
Initiate Security Check	(10 Days)
Official Offer / Accept	(2 Day)
EOD	(14 Days)

Timeline markers: 20 Days, 64 Days, 80 Days

Process phases: Workforce Planning — Recruitment — **Hiring** — Security / Suitability — Orientation

* The number of days for each step within the 80-day Standard is based on agencies using E2E Roadmap as an integrated strategy and agency best practices. Agencies may need to adjust the number of days for each step within the 80-days based on their particular practices and procedures.

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OVERVIEW

The hiring process begins well before a job ever materializes. It effectively incorporates the full E2E experience, including numerous tasks associated with Workforce Planning, Recruitment, Security and Suitability and Orientation. The success of the hiring process is dependent on the effectiveness and efficiency of the workforce planning and recruitment components. By ensuring position descriptions are systematically reviewed for currency and relevance to ever-changing mission requirements, managers can proactively plan for vacancies and potential shifts in the composition of their workforce.

Effectively attracting and evaluating candidates drives many of the components within the hiring process. It is imperative that management coordinate and openly communicate with the <u>Human Resources Office</u> and vice-versa. Decisions such as use of the various hiring flexibilities, ranking procedures and assessment instruments should be discussed well in advanced of any job as part of an overall hiring strategy. Sound job analysis is imperative and establishes the foundation of any hiring effort, thereby impacting recruitment strategies, job announcements, qualification requirements and assessments.

The variety of application procedures and automated staffing tools used throughout Government significantly challenges developing a standard hiring process. However, even under these current conditions progress can be made. The hiring process consists of some very definitive steps based on legal and regulatory requirements based on clearly described merit principles. With advanced planning, as well as effective use of technology and communication tools, considerable improvement can be achieved.

ASSUMPTIONS

- The Federal Government's "Pledge to Applicants" is applied.

- The hiring process is designed for filling positions with new hires from outside the Federal Government into the competitive service under the agency's delegated examining authority (5 USC 1104(a)(2). It was not designed for filling positions under merit promotion procedures.

- Workforce planning and recruitment processes are completed (for example: positions are developed, validated, approved for resourcing, classified, position description is established and the appropriate assessment tools are developed prior to initiating the request for personnel action).

- Merit system principles are maintained. These principles are located at <u>http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+5USC2301</u>.

- Veterans' preference requirements are followed. Information on veterans' preference can be found on OPM's website at http://www.opm.gov/veterans/.

- The hiring process is designed for filling positions with open and close dates other than an open continuous announcement.

- Hiring flexibilities such as Direct-Hire Authority are outside of this process.

- An automated staffing system is in place and operational.

CHALLENGES

- Availability of trained human resources staff conducting various steps of the hiring process.

- Availability of managers dedicated to engage in the hiring process, beginning with reviewing workforce requirements, staffing and recruiting plans in order to select individuals best suited for the position.

- Obtaining buy-in on revised procedures from all stakeholders, including management officials, human capital practitioners, employees and the like.

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.

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.

Confirm Job Analysis and Assessment Strategy

Ownership: Manager, Human Resources Office

Maximum number of calendar days: 5

- Confirm Job Analysis:
  o Identify the critical duties and responsibilities of the job.
  o Identify the knowledge, skills and abilities (KSA) or competencies required to perform the duties and responsibilities of the job.
  o Identify KSAs/competencies to be included in the assessment strategy.
  o Identify factors that are important in evaluating eligibles.
  o Document the job analysis process for future use.

- Identify an Assessment Tool:

- o 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.

- o 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:
  - o 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.

- o 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:
  - o Rank eligible candidates based on the ranking procedure identified in the job announcement.
  - o Create a list of eligible candidates for review by the selecting official.

- Notify eligible candidates who were not referred on the certificate:
  - o 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:
  - o 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:
  - o Determine and follow agency policy on interviewing eligibles.
  - o Schedule and conduct interviews either by the selecting official or panel.
  - o Develop interview questions specific to the position.
  - o Train individuals, including supervisor or manager, if a structured interview is being conducted as part of the assessment process.
  - o Identify best candidate(s) for the position based on the interview process.
  - o 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:
  - o 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.

MEASURES

Percent of employees hired within 80 days as described in the Hiring Process Component of the E2E Model (source: Hiring Timeline Data).
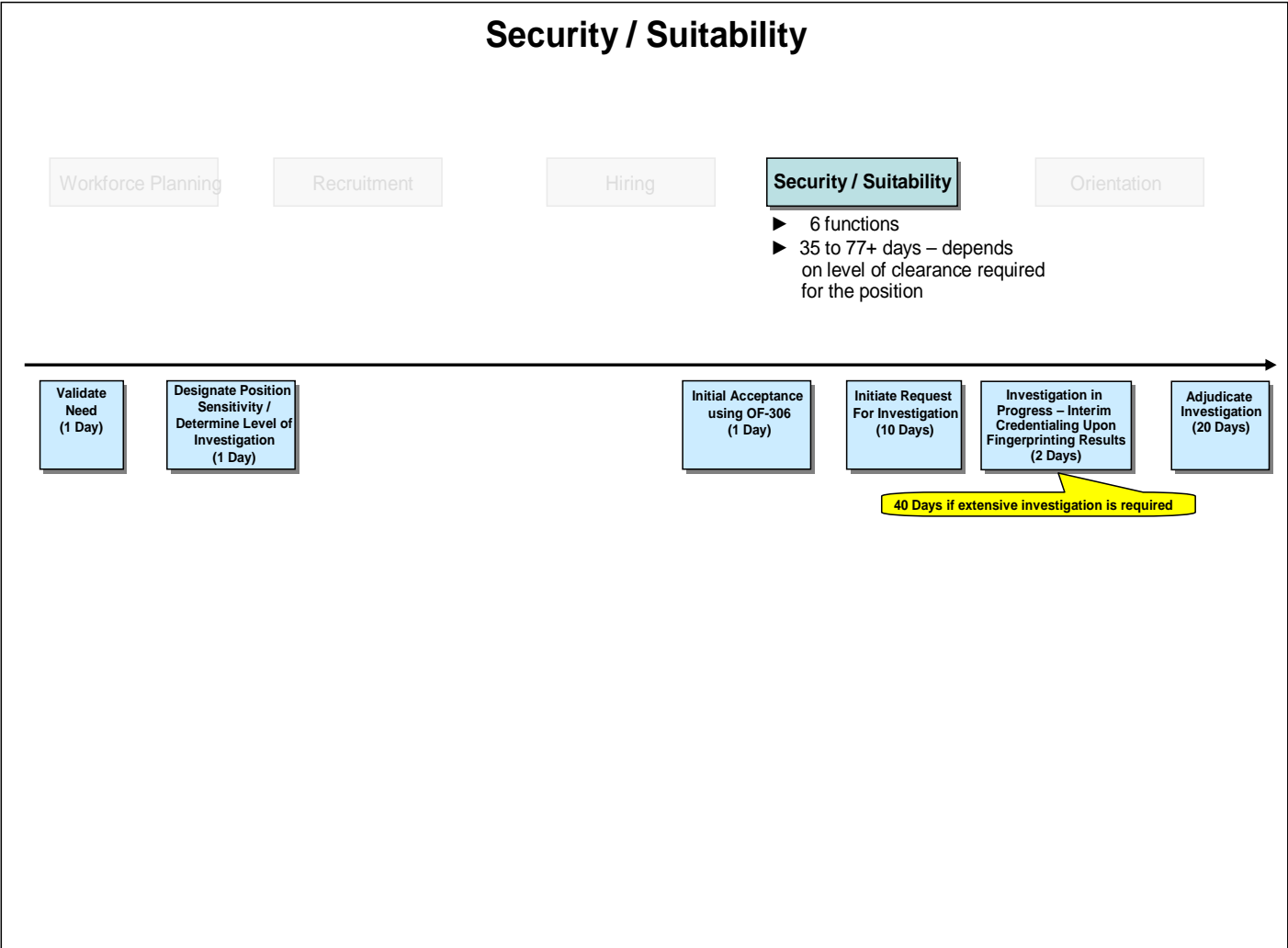
Percent of applicants who indicated they were able to obtain information on current status of their application (source: New Hire Survey).

Percent of new employees reporting regular communications throughout the entire process (re: expectations for the hiring process) (source: New Hire Survey).

Percent of managers reporting that they were referred applicants with the talent needed to perform the job (source: CHCO Manager Survey).

Percent of new hires reporting satisfaction with the hiring process (source: New Hire Survey).

SECURITY AND SUITABILITY ROADMAP

Security / Suitability

			Security / Suitability	
Workforce Planning	Recruitment	Hiring		Orientation

► 6 functions
► 35 to 77+ days – depends on level of clearance required for the position

Validate Need (1 Day)

Designate Position Sensitivity / Determine Level of Investigation (1 Day)

Initial Acceptance using OF-306 (1 Day)

Initiate Request For Investigation (10 Days)

Investigation in Progress – Interim Credentialing Upon Fingerprinting Results (2 Days)

Adjudicate Investigation (20 Days)

40 Days if extensive investigation is required

OVERVIEW

Suitability is a set of criteria by which the character and conduct of applicants and employees are assessed to assure that their Federal employment will protect the integrity and promote the efficiency of the Federal service. The security clearance criteria includes investigating and adjudicating the background of applicants and employees to determine their eligibility for access to classified information, as appropriate.

ASSUMPTIONS

- This suitability and security criteria are for competitive service and career SES appointments.

- The proposed Position Designation System will include a tool to assist simplifying the current process of position designation.

- Current, on-going reform efforts to align investigative and adjudicative processes may require adjustments to the investigation types associated with particular position designations.

- At least ninety percent of all initial applications will require 40 days or less to complete the investigation.

- Agencies will reduce the timeframe for submission of the investigative package

ELEMENTS AND TASKS

Validate Need for new position against the Workforce, Staffing and Recruiting Plans.

　　Ownership: Managers

　　Maximum number of calendar days: (refer to Hiring Process Roadmap)

Confirm Accuracy/Reconcile Position Description

　　Ownership: Managers, Human Resources Office

　　Maximum number of calendar days: (refer to Hiring Process Roadmap)

Designate Position using OPM-provided Position Designation System which will automatically Determine Level of Investigation Commensurate with Position Designation

　　Ownership: Human Resources Office or Security Office with input from Managers

　　Maximum number of calendar days: 1

- Designate the sensitivity level for the position, which triggers the investigative requirements for the position in relation to the national security assessment required by 5 CFR part 732.

- Designate the risk level for the position. Suitability investigative requirements pursuant to 5 C.F.R. part 731 vary according to the position's potential for adverse impact to the efficiency or integrity of the service.

- Designations must not be influenced by the cost of the investigation entailed.

Note: Ongoing initiatives of the Joint Reform Team may impact current investigative solutions.

Identify candidate and extend offer of employment

    Ownership: Human Resources Office

    Maximum number of days: (Refer to Hiring Roadmap)

- Offer may be conditional based on subsequent determinations that the person is suitable for Federal employment and that the person's appointment is clearly consistent with the interests of the national security at the sensitivity level designated.

- Offer may be conditional based upon a subsequent finding that the person is eligible to have access to classified information at the required level.

Review the candidate's Declaration for Federal Employment (required for new employees), Optional Form (OF) 306. Look for issues that might be considered a basis for finding an individual unsuitable for Federal employment. Agencies have the discretion to decide who will have the responsibility for reviewing the Declaration for Federal Employment; however, this important step should not cause delays and may require increased communication between field locations, HR and Security offices (depending on agency structures).

    Ownership: Human Resources Office or Security Office

    Maximum number of calendar days: Refer to Hiring Process Roadmap

- If issues relating to material, intentional false statement or deception or fraud in examination or appointment appear to be present, refer to OPM.

- If issues relating to failure to testify as required pursuant to 5 C.F.R. § 5.4 appear to be present, refer to OPM.

- If suitability issues involving something other than those mentioned above, the agency should refer to OPM's suitability referral guidelines to determine whether the case should be referred to OPM, or adjudicated under the agency's delegated suitability authority.

If examination of the OF-306 is favorable, determine if there is a current investigation and/or adjudication that may satisfy investigative or adjudicative requirements under reciprocity rules and whether a valid Federal identity credential can be verified.

Ownership: Human Resources Office and Security Office

Maximum number of calendar days: 1 day, if there is a decision that can be reciprocally accepted. If the decision is not reciprocally accepted, the maximum number of days can extend to 6 months or more, as agencies respond to file requests from other agencies with varying response times.

- Security office will search Clearance Verification System (CVS) and OPM Security/Suitability Investigations Index (SII) for investigations.

- The planned enhancements to CVS include display of HSPD-12 credential information.

If no current investigation, Initiate Request for Investigation

Ownership: Security Office

Maximum number of calendar days: 10

- Agency ensures candidate has completed appropriate investigative questionnaire using the Electronic Questionnaire for Investigations Processing (e-QIP) and provided certification and releases. e-QIP is the most efficient means for submitting investigative requests.

- If OPM is the investigative service provider, agency completes Agency Use Block and indicates whether advance results of FBI National Criminal History Check (fingerprint check) or advance results of National Agency Check (NAC) are desired (for interim personal identification verification credential issuance, advance employment determination and/or interim clearance determination).

- Agency reviews the OF-306 and resumes to assess consistency with investigation request questionnaire; material, intentional false statement or deception in examination or appointment is reported to OPM FISD Suitability Adjudications Branch.

If OPM will be the investigative service provider, agency submits investigative request package in accordance with OPM guidance contained in publication INV-15 (formerly IS-15) "Requesting OPM Personnel Investigations." If new request for investigation has been initiated, agency may make an interim credentialing consistent with Governmentwide guidance. Interim clearance decisions and interim appointment decisions can also be made at this point.

Ownership: Security Office or Adjudicating Official

Maximum number of calendar days: 3 (if favorable results of NAC or Fingerprint check)

- Requires appropriate identity source documents from applicant and results of NAC or Fingerprint check.

- Agency will utilize "Final Credentialing Standards for Issuing Personal Identity Verification Cards under HSPD-12" released by OPM July 31, 2008 or any successor standards that may be issued in the future. These standards apply to Executive agencies under E.O. 13467. Where a credentialing determination is not automatic based on reciprocity, the agency may make either an interim credentialing determination or a single and final credentialing determination, as described in the Standards.

The employee may enter on duty if the agency desires, in advance of investigation completion and final adjudication, depending on position sensitivity and whether pre-appointment investigative requirements may be temporarily waived.

Ownership: Human Resources Office and Security Office

Maximum number of calendar days: (refer to Hiring Process Roadmap)

- Waiver of the pre-appointment investigative requirement for Sensitive positions is restricted as described in 5 CFR 732.202. Note: waivers may be granted for Critical-Sensitive positions or Noncritical-Sensitive positions. The pre-appointment investigative requirement may not be waived for appointment to positions designated Special-Sensitive.

OPM screens completed investigations for jurisdiction regarding issues that could result in debarment from Federal employment.

Ownership: OPM

Maximum number of calendar days: 1-21 days, depending on type of investigation

- If such indicators are present, OPM retains report of investigation, makes suitability adjudication and notifies agency of results.

- If unfavorable adjudication by OPM, OPM notifies agency and notifies individual of appeal rights to the Merit Systems Protection Board.

If investigation not retained for adjudication by OPM, then Adjudicate Investigation

Ownership: Agency Adjudicating Official

Maximum number of days for Clearance Adjudication - 90% within 30 days (FY08), 90% within 20 days (FY09 and beyond); Maximum number of days for suitability determination-only has not been stipulated but may be defined as reform initiatives align security and suitability processes.

- The "Credentialing, Suitability and Security Clearance Decision-Making Guide" released by OPM in January 2008 may assist in agency decision-making.

- The agency suitability and/or security adjudication provides the *de facto* final personal identification verification credentialing determination.

If favorable adjudication and employee has not yet entered on duty, Employee Enters on Duty

Ownership: Human Resources Office

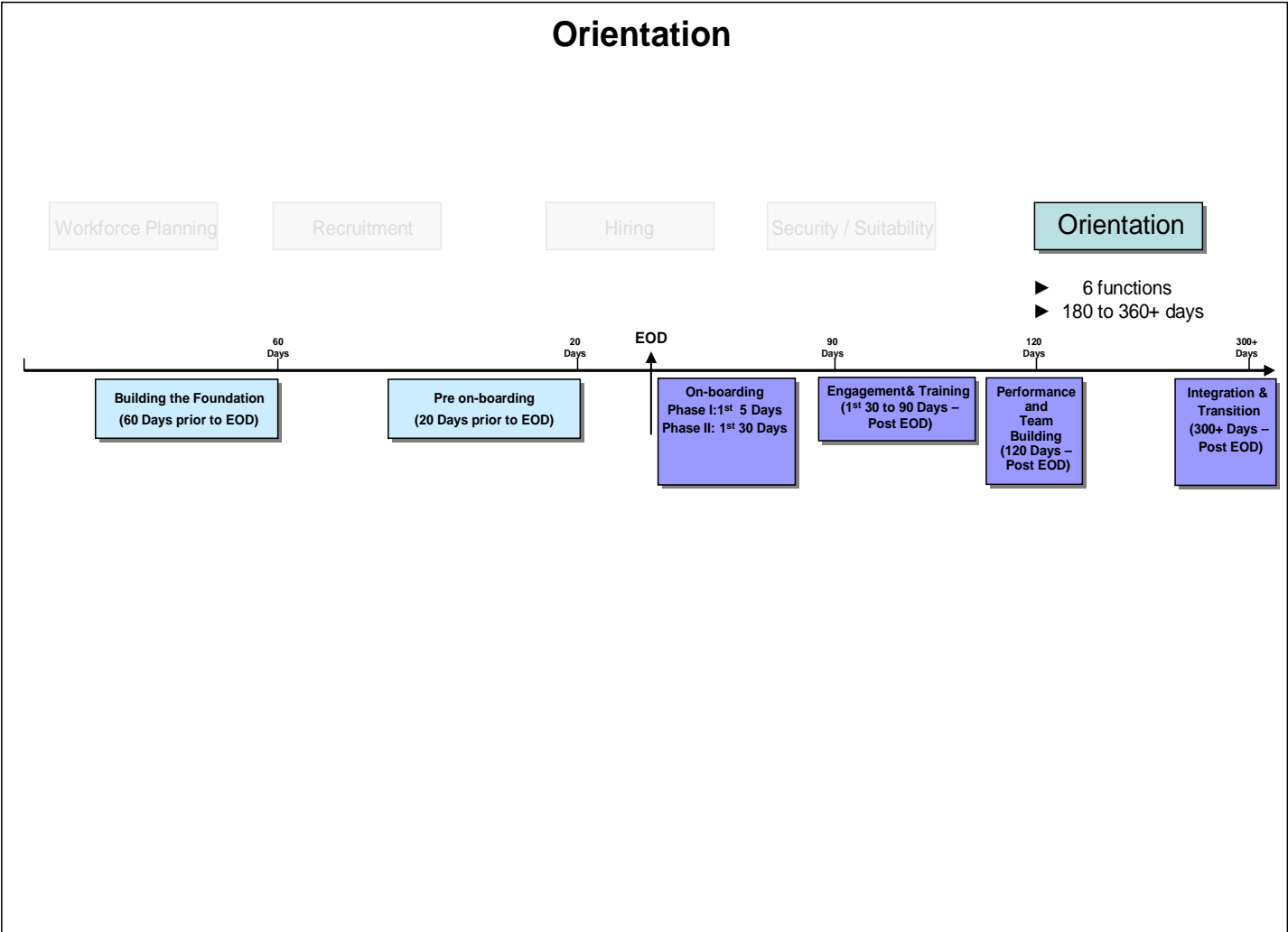Maximum number of days: (refer to Hiring Process Roadmap)

MEASURES

Compliance with Metrics defined in the Intelligence Reform and Terrorism Prevention Act.

Achievement of e-Clearance milestones set by the Office of Management and Budget.

NEW EMPLOYEE ORIENTATION PROCESS ROADMAP

Orientation

| Workforce Planning | Recruitment | Hiring | Security / Suitability | Orientation |

► 6 functions
► 180 to 360+ days

| 60 Days | 20 Days | EOD | 90 Days | 120 Days | 300+ Days |

Building the Foundation (60 Days prior to EOD)

Pre on-boarding (20 Days prior to EOD)

On-boarding Phase I: 1st 5 Days Phase II: 1st 30 Days

Engagement& Training (1st 30 to 90 Days – Post EOD)

Performance and Team Building (120 Days – Post EOD)

Integration & Transition (300+ Days – Post EOD)

OVERVIEW

The Orientation Process is a method of educating new Federal employees about the civil service, their specific organization (its mission, culture, structure, systems and resources), the duties of their job, responsibilities of serving as a Federal employee and benefits. Its purpose is to minimize the amount of time it takes a new employee to be a full contributor to the agency and to maximize the likelihood that the new employee will fit well. Specifically, orientation should ensure new employees are a part of the organization, conduct themselves appropriately and understand the "big picture" of the organization. It should also provide knowledge, skills and information the employees will need to perform their jobs effectively.

Orientation is a process that is ongoing and may last up to a year. It is designed to anticipate the needs and concerns of new employees, as well as provide vital information to directly accelerate employee productivity. The process involves a series of developmental and acculturating activities that are planned and then delivered at stages matching employees' information and skills gaps.

The orientation process benefits both the organization and the individual. By providing new employees with detailed information about the organization and their jobs, they will be able to work independently and contribute to their organization in a shorter time period. They will also gain insight into what makes organizational systems more effective and efficient.

An effective orientation process assures new employees they made the right career choice in joining the organization, they will experience greater job satisfaction and they will receive the necessary foundation to progress in their careers. Employees will have a sense of belonging and will have a clear understanding of how their jobs impact the organization. A good orientation process is designed to show immediate dividends because employees are highly engaged from the beginning of their employment and retention rates for new hires should increase.

ASSUMPTIONS

- Orientation is an ongoing process, not a one-day program

- Senior-level officials and managers representing other parts of the agency are involved in the orientation process

- The immediate supervisor takes the lead in orienting new employees

- Information and activities are delivered at relevant and opportune stages of a new employee's first year

- The orientation process utilizes a wide range of training delivery methods (e.g., lectures, on-the-job training, technology-based training, site visits, rotations, etc.)

- Activities of the orientation process are open to existing employees, where appropriate

CHALLENGES

- Available resources and other outside factors (e.g., employee availability, supplies, work station, IT support)

- Limited managerial, executive and supervisory involvement in the process

ELEMENTS AND TASKS

Building the Foundation - occurs prior to the arrival of new employees

Ownership: Manager, Human Resources Office

- Define roles and responsibilities

- Develop the orientation process based on information contained in this Roadmap

- Develop and test a notification process to assure that the information about new hires is received and communicated in a timely fashion

- Train supervisors, sponsors/buddies, HR specialists and recruiters on the agency's orientation process and their roles in the process

- Train recruiters on how to link mission accomplishment to the positions they are recruiting for in an effort to build excitement and sense of impact that the new employee will have

Tip: Before the orientation process is implemented, the agency should establish an organization-wide plan for communication and coordination around the arrival of each new employee. This requires agreement on the duties and responsibilities of each participant in the process.

Pre-Engagement - occurs through the interview process; provides information directly to the job candidate; ensures the manager has complete orientation information.

Ownership: Human Resources Office, Manager

For the job candidate:

- Prior to the interview, suggest to interviewees they should review specific components of the agency's website to learn about the organization's history, mission and strategic plan

- During the interview process, include information about the agency's culture, work assignments and job expectations, specifically, what will the person actually do and how it aligns with the agency's mission

- During the interview, explain to the interviewees what it means to serve the American public and the role the agency plays in the Federal Government

- Provide interviewees with realistic understanding of the interview process and timeline; provide a distinct time when they should hear back from the organization

- Determine interviewees' expectations of the position as compared to the actual position to determine if they are a good fit

For the manager:

- Develop manager checklist and make sure it is in the New Employee Orientation binder

> **Potential Practice:** Manager's New Employee Orientation binder should have a checklist of needed supplies to ensure everything is provided to the employee on his/her first day.

Pre-Boarding - occurs 14-21 days prior to the arrival of the new employees (after selection of employee).

Ownership: Human Resources Office, Manager

- HR ensures the supervisor and all appropriate personnel are aware of the new employees start date

- Call and congratulate new employee, confirm start date and answer any questions

- Send pre-arrival information (including videos, DVDs, Strategic Plans, Federal childcare information) and forms (e.g., health benefits, TSP) to new employee. Identify someone, possibly an HR Specialist who they can contact if needed. This may be called a "welcome kit." ***Forms should be completed before employee arrives***

- Identify a sponsor or buddy for the new employee and have him/her call the employee prior to arrival to welcome him/her aboard

- Communicate regularly to ensure the new employee continues to be engaged and excited about the position

- Make sure the new employee understands what will happen the first day and what time the supervisor will meet with him/her

- Alert current staff of the new employee's arrival and discuss the person's role, skills and where the individual will sit

- Prepare new employee's workspace, including phone, computer, email and access to systems or equipment necessary for productivity

- Order and stock supplies for new employee

Potential Practice: Have an automated system for employees to complete forms on-line and have new employees bring hard copies of the forms with them on the first day. This will save time and help streamline the in-processing part of day one orientation.

Day One

- Supervisor meets and personally welcomes new employee, before initial in-processing if possible

- Conduct in-processing by knowledgeable staff who can answer new employees' questions

- Conduct a formal swearing-in ceremony

- Conduct tour of building and provide information on neighboring resources (e.g., gyms, banks, places to eat

- Introduce new employee to staff members

- Take new employee to lunch (if allowable)

- Provide time for new employee to settle in the work space and environment

- Provide copies of work unit's manuals, procedures, work samples, etc.

- Conduct end of day debrief

- Provide new employee with a copy of the initial on-boarding evaluation form

Tip: If the group consists of new Federal employees and transferring employees, consider splitting the group at a certain point. Have all mandatory forms completed first and then permit the transferring employees to report to their new supervisors. Many of the forms may not be necessary for the transferred employee to complete.

Potential Practices: (1) Have a senior management official or experienced career employee available to greet new employees during orientation to congratulate them on their smart decision to accept employment with the agency; (2) provide a welcome letter from the Division head.

On-Boarding Phase I - occurs within the first 7 calendar days (supervisor's responsibilities).

Ownership: Manager, Human Resources Office

- Meet with the new employee and review the work area to make sure the individual has everything necessary to perform the job

- Provide information on agency policies and procedures as well as communicate the culture of the agency and the employee's specific work unit

- Provide detailed information about job assignments including copy of position description, performance expectations and agency goals

- Give first work assignment. To the extent possible, make sure it is meaningful

- Provide applicable mandatory training relating to the Constitution, ethics, computer security, the No Fear Act, safety and agency-specific training

- Discuss probationary period expectations

- Discuss telework and work schedule options (if any)

- Establish work schedule

- Introduce office sponsor/buddy (meet with sponsor as necessary)

On-Boarding Phase II - occurs within first 30 days (supervisor's responsibilities).

Ownership: Manager

- Provide information on Governmentwide policies and regulations impacting the performance of official duties (e.g., Hatch Act, ethics)

- Outline the importance and relationship of the employee's job to the mission and priorities of the organization

- Conduct training needs assessment

- Discuss and issue performance standards and provide 30-day feedback session

- Provide employee with knowledge of organizational resources (e.g., historical files, knowledge management system)

- Discuss business continuity, shelter-in-place and emergency plans

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Potential Practice: Schedule time for the new employee to discuss with other employees about their work and how the individuals will work together.

Engagement and Training - occurs within 30-90 days

Ownership: Manager

- Review the results of the training needs assessment with the employee and develop an individual development plan

- Provide information about training opportunities

- Hold a brown bag lunch or arrange for the new employee to meet with agency head or other senior level official to hear first hand about the agency's strategic priorities

- Assess orientation process and provide feedback, through dialogue and the 90-day new employee survey

- Conduct informal performance review

- Conduct individual and/or group developmental activity

> **Potential Practices:** (1) Utilize Web-based training applications to support mandatory training where appropriate; (2) Hold a brown bag discussion with an attorney regarding ethics; (3) Include a shadowing assignment of an executive employee.

Performance and Teambuilding - up to 180 days

Ownership: Manager

- Conduct mid-year performance review after employee has been on board 90 days (if the employee is hired after the first three months of the annual performance period)

- Conduct individual and/or group developmental activity

Integration and Transition - up to 300-365 days

Ownership: Manager

- Continue individual and/or group developmental activity

- Conduct an end of year performance evaluation

- If employee is on probationary period, determine if employee's performance and conduct are sufficient to retain

- Provide a certificate indicating the employee has completed the new employee orientation process with a note of congratulations from a Senior Executive

- Discuss the orientation process; solicit recommendations for improvements

- Determine employee first year satisfaction and engagement from Annual Employee Survey

Throughout the Process

Ownership: Manager and Human Resources Office

- Reinforce what it means to serve the American public

- Reinforce the agency's mission and culture

- Communicate the employee's value to mission accomplishment

- Conduct periodic performance checks and discussions

- Provide training to develop skills or insight into the workings of the organization based on the individual development plan and work assignments

- Provide mandatory Governmentwide or agency-specific training

- Encourage the new employee to provide insight into how to make the organization more effective and efficient

- Be sensitive to ways to help a new employee fit into the informal, as well as the formal networks and information channels of the agency and workgroup

- Assess the new employee's need for history, context, how-to information, procedures, etc. and provide that information to help acclimate to the agency

MEASURES

Percentage of employees reporting satisfaction with the orientation process (per new hire survey).

Percentage increase in retention rates (1-year and 2-year per Central Personnel Data File).

End to End Hiring Initiative Measures

Component	Measure	Standard	Data Source*
Workforce Planning	% of managers reporting they have the information needed to make effective decisions regarding staffing requirements		CHCO Manager Survey
	% of annual staffing projection (number and required competencies) achieved		Annual Human Capital Report and SSM MCO Resource Chart
Recruitment	% of applicants reporting hearing about the job from agency recruitment efforts		Applicant survey (USAJOBS and/or agency survey)
	% of new hires reporting hearing about the job from agency recruitment efforts		New Hire Survey
Hiring Process	% of employees hired within 80 days (hiring process component of end-to-end hiring model)		Hiring timeline data
	% of applicants who indicated they were able to obtain information on the current status of their application		Applicant survey - USAJOBS
	% of new employees reporting regular communication throughout the entire hiring process (re: expectation for the hiring process)		New Hire Survey
	% of managers reporting they were referred applicants with the talents needed to perform the job		CHCO Manager Survey
	% of employees reporting satisfaction with the orientation process		Applicant survey - USAJOBS
Security/Suitability	**Measures being developed by OPM and FISD**		TBD
	Compliance with metrics defined in the Intelligence Reform and Terrorism Prevention Act (IRTPA)		
	Achievement of e-Clearance milestones set by the Office of Management and Budget		
Orientation	% of new employees reporting satisfaction with the orientation process		New Hire Survey
	% increase in retention rates 1st and 2nd year		CPDF

*Data Source	Lead Developer
New Hire Survey: 90 days after EOD	Orientation workgroup
Applicant Survey	Hiring Process workgroup
CHCO Manager Survey	OPM
MCO Resource Chart	Agencies
Hiring Timeline Data	Agencies
CPDF	OPM

Appendix A – References

Workforce Planning

- The Chief Human Capital Officers Act of 2002, enacted as part of the Homeland Security Act of 2002 (Pub. L. No. 107-296) on November 25, 2002

- Workforce Flexibility Act of 2002

Recruitment

- Title 5, U.S.C., §§ 2301, 2302, 3327, 3330

- Recruitment, Selection and Placement (General) - 5 CFR Part 330

- Career Patterns Resource Center: http://www.opm.gov/hcaaf_resource_center/careerpatterns/

Hiring Process

- Title 5, U.S.C., §§ 1104(a)(2), 1302, 2301, 2302, 3301-3319

- 5 CFR Parts 1, 2, 3, 5, 7, 8, 210, 211, 212, 300, 310, 315, 316, 330, 332, 337, 338 and 339

- Merit System Principles: http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+5USC2301

- Veterans' Preference: http://www.opm.gov/veterans/

- Delegated Examining Operations Handbook: http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf

- Office of Personnel Management Assessment Decision Tool: http://apps.opm.gov/ADT/ADTClientMain.aspx

- Office of Personnel Management Hiring Tool Kit: http://www.opm.gov/hiringtool/kit/

- Uniform Guidelines on Employee Selection Procedures: http://www.usdoj.gov/crt/emp/uniformguidelines.html

- Standard Vacancy Announcement Templates:
  https://recruiter.usajobs.gov/login.asp?redirect=https%3A%2F%2Frecruiter%2Eu
  sajobs%2Egov%2Findex%2Easp%3FWT%2Esvl%3Dnavservices

- Career Patterns Resource Center:
  http://www.opm.gov/hcaaf_resource_center/careerpatterns/

- USA Staffing:
  http://www.opm.gov/hr/employ/products/services/usastaffing/usastaffing.asp

Security and Suitability

- Title 5, U.S.C., §§ 1103-1104, 1302-1304, 3301-3302, 7301, 7312, 9101

- Title 50, U.S.C. §§ 435, 435b

- 5 CFR Parts 2, 5, 731, 732, 736

- Executive Orders 10450, as amended; 10577, as amended; 12968, as amended;
  13467

- Intelligence Reform and Terrorism Prevention Act Legislative History:
  http://www.gpoaccess.gov/serialset/creports/intel_reform.html

- E-Clearance:
  http://www.opm.gov/egov/e-gov/e-clearance/

- e-QIP:
  https://www.opm.gov/e-qip/information.asp

- Investigations and Suitability Referrals:
  http://www.opm.gov/extra/investigate/

Orientation

- Probationary Period - 5 CFR 315 Subpart H

- Employee Performance - 5 USC §§ 4301-4305

- Employee Development - 5 CFR 410

- No Fear Act

Appendix B – Participants

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  - Human Capital Leadership & Merit System Accountability Division
  - Strategic Human Resources Policy Division
  - Management Services Division
  - Human Resources Products and Services Division

- Nuclear Regulatory Commission

- Department of Housing and Urban Development

- Department of Defense

  - Department of Army
  - Department of Navy

- Department of Veterans Affairs

- Department of Energy

- Department of Treasury

- Social Security Administration

In addition, thank you to:

- Partnership for Public Service

- Corporate Leadership Council

- The Young Leader's Council

Appendix C – Way Ahead

The End-to-End Hiring Roadmap has been designed as a living document that will be refined as more is learned from agencies' implementation experiences. OPM and the CHCO Council will continue to partner in assisting agencies to implement the Roadmap. OPM is developing a resource guide that will be provided to agencies to support transformation of their hiring through Roadmap implementation. OPM's Human Capital Officers will work with agencies to conduct gap analyses of current hiring process against this Roadmap and will help agencies develop and implement strategies to work toward the Roadmap. The CHCO Council will host interagency forums and training academy sessions to share lessons learned and promising practices for Roadmap implementation.

During the first quarter of Fiscal Year 2009, agencies will establish baselines against the E2E measures and will report these baselines in their FY08 Human Capital Management Reports (HCMRs) due December 15, 2008. Agencies will set targets for improving on these baselines and will implement improvement plans through the remainder of FY 2009. Agencies will then report their progress in meeting their E2E targets in their FY 2009 HCMRs. Throughout this process, OPM will continue to partner with agencies to assist as needed with data collection, analysis, target-setting and improvement planning and implementation.

While the ultimate goal of the E2E Hiring Initiative is to transform Federal hiring across agencies and occupations, the transformation process is by its nature incremental. For this reason, agencies should identify the specific occupations, positions, or components that they want to focus on during the initial stages of reengineering and implementation. In addition, agencies should set attainable stretch targets for improvement that reflect their particular circumstances. For example, it is not expected that all agencies will immediately meet the 80-day timeline established in the Roadmap; however, it is expected that agencies will set aggressive improvement targets, will work toward them over the course of the program year and will evaluate their progress in order to continue moving toward the standards established in this Roadmap. As stated in the body of the document, this is the initial effort to develop an integrated hiring process that OPM recognizes will continue to evolve over time. Following release of the E2E Hiring Roadmap, OPM will work with the Subcommittee to establish milestones for continued efforts in implementation.

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