

# Collaborative Human Resources and Hiring Manager Roles in Applicant Rating, Ranking, and Certification

Stage	HR Responsibilities	Hiring Manager Responsibilities
<b>1</b> Define Job Requirements & Assessments	<ul style="list-style-type: none"> <li>• Validate competencies, proficiency levels, Individual Occupational Requirements (IORs), and selective factors.</li> <li>• Ensure assessment methods are legally compliant and job-related</li> <li>• Provide guidance on assessment options (e.g., structured interviews, USA Hire)</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with HR to define competencies and proficiency needs</li> <li>• Confirm job-specific requirements and critical skills</li> <li>• Validate proposed assessment approach and tools support mission needs</li> </ul>
<b>2</b> Minimum Qualifications Screening	<ul style="list-style-type: none"> <li>• Review applications to confirm minimum qualifications, selective factors, and assessment completion</li> <li>• Ensure applicants meet all technical and legal requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Offer job-context expertise to help HR ensure minimum qualifications match real job demands</li> <li>• Clarify any specialized experience requirements HR must screen for</li> </ul>
<b>3</b> Rating & Ranking Applicants	<ul style="list-style-type: none"> <li>• Apply rating method (Category Rating or Rule of Many)</li> <li>• Score applicants through assessments and apply veterans' preference</li> <li>• Produce ranked outcomes or quality category groupings</li> </ul>	<ul style="list-style-type: none"> <li>• Understand how assessments and rating categories work to support informed selection</li> <li>• Request clarification from HR on score meaning, category structure, or ranking outcomes when needed</li> </ul>
<b>4</b> Creating the Referral (Certificate)	<ul style="list-style-type: none"> <li>• Determine the number of applicants to refer based on policy or business need</li> <li>• Apply referral rules (cut scores, top percentages, veteran placement)</li> <li>• Finalize certificate in compliance with merit system principles</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with HR on business justification for referral size (e.g., mission needs)</li> <li>• Prepare interview plan or additional structured assessments (if applicable and preapproved)</li> </ul>
<b>5</b> Issuing the Certificate	<ul style="list-style-type: none"> <li>• Release certificate with instructions</li> <li>• Ensure legal compliance, documentation, and merit-based selection practices</li> <li>• Provide guidance throughout the selection process</li> </ul>	<ul style="list-style-type: none"> <li>• Review referred candidates</li> <li>• Conduct interviews and job-related selection steps</li> <li>• Document merit-based reasoning and selection justification</li> <li>• Collaborate with HR to finalize selection</li> </ul>
<b>6</b> Post Certificate Actions	<ul style="list-style-type: none"> <li>• Confirm veterans' preference is properly applied in final selection</li> <li>• Process selection package and notifications</li> </ul>	<ul style="list-style-type: none"> <li>• Make final selection decision based on merit and job requirements</li> <li>• Provide HR required justification and documentation</li> </ul>