

Recruiting Quick Reference Guide for Hiring Managers

Hiring the Right Candidate Takes Careful Planning!

Get a clear picture of the job, which includes:

- The WORK the new hire will be doing,
- the RESULTS the new hire will be asked to achieve,
- the RESOURCES the new hire will need/use (supplies, technologies etc.), and
- the CHALLENGES they are likely to face.

Create a Recruiting Profile:

A Recruiting Profile is a description of the employee you want to hire, and the type of candidate you want to recruit. It complements a position description and includes a description of the level and type of work experience that you believe will best prepare the new hire to perform the required work at the level needed, given the training and support resources available in your work environment. When creating a recruiting profile, consider the following:

- Skills and/or knowledge (including educational background, if applicable) needed to do the work.
- List necessary software programs or equipment
- Licenses or certifications required by Federal regulations to be able to perform the work.
- Soft skills that are most important to performance success (e.g. communication). These are the elements of the recruiting profile most often linked to hiring success. Define soft skills in behavioral terms. For example, specifying that a candidate needs to have “good communication skills” may be reworded as “a candidate must have a calm, patient, and reassuring manner when dealing with customers, especially under stress.” This more specific requirement will help you pinpoint the “right candidate” in a behavior-based interview.
- Candidate’s motivational profile – who is most likely to get their personal needs met by taking this job? The motivational component of the recruiting profile answers the simple question, why would the “right” employee want to take this job (e.g., because they are deeply invested in the agency’s mission)?
- Outline and standardize your hiring process to ensure all candidates are treated the same.
- Ensure your hiring process is in alignment with [Merit System Principles](#).

Elements of a Successful Recruiting Strategy

1. Conduct workforce planning and position management – How many employees do you actually need to hire for your team or unit? At what level? For long-term planning, revisit your employee-based strategy on an annual basis to account for organizational advancement.
2. Build awareness – Use innovative methods beyond USAJOBS to promote the position. To effectively address the unique challenges in Federal government recruiting, it is critical to perform outreach and meet your talent base where they are.
3. Meet as a team – Discuss the vacancy with HR, the hiring manager, and any subject matter experts. Ensure the HR Specialist is well aware of the specific competencies necessary for each role they recruit. Having an understanding of the competencies, especially those that are highly technical, will allow the HR Specialist to actively pursue and evaluate talent.
4. Draft your recruitment plan – If you are only posting on USAJOBS, you may be missing out on a wider pool of quality candidates. Platforms like Glassdoor, Indeed, ZipRecruiter, Monster, LinkedIn, Twitter, or Facebook can help you cast your net according to the role you need to fill. Consider association job listings or other niche job boards as part of your overall advertising strategy. Social recruiting enables organizations to reach passive candidates, gather more referrals, target desired candidates, showcase your organizational culture, and save money. Social recruiting works because it inserts your organization into the orbit of where workers spend a considerable amount of their time--on social media.
5. Identify talent prospects – Look online to find potential candidates and categorize them.
6. Make connections – Expand your network through partnerships with key school officials, presidents, deans, heads of departments, students, professional organizations, minority groups, alumni, and other relevant groups.
 - Consider making presentations at elementary or middle schools to focus on early exposure to the mission of your organization, the kind of work and jobs performed, and interesting facts that make the organization stand out.

- Contact alumni offices at colleges offering degrees in the profession for which you are recruiting. Post vacancies on their alumni websites where possible. Write an article for their alumni newsletter about DOI careers.
- Participate in or host career fairs in your local area to interact with students, alumni from local colleges, members of professional organizations, wounded warriors, transitioning service members, veterans, military spouses, and other job seekers.
- Contact local professional, academic, industry, or affinity groups and present information sessions about DOI careers at their meetings or conferences. Ask if they are willing to share their membership mailing lists.
- Acknowledge receipt of résumés or provide a status of vacancies to promote a candidate-friendly hiring program. Surveys conducted by other government agencies found that potential employees value the sincerity of the recruiter and the ability to connect and be open with candidates. Be sure to coordinate with your HR office prior to making any firm commitments, including job offers or hiring incentives.

Other Recruitment Sources to Consider

- Public resources – American Job Centers (AJCs), state vocational rehabilitation (VR) agencies, and community rehabilitation programs, state employment agencies, Employment Networks (ENs) established under the Ticket to Work program, independent living centers (ILCs), the U.S. Department of Labor Veterans’ Employment and Training Service (VETS) and U.S. Department of Veterans Affairs regional offices.
- Private resources – Professional organizations, consulting services, and companies with expertise in disability.
- Educational institutions – Community colleges, universities, and other institutions of learning and/or training, including those that offer programs for individuals with specific disabilities.
- Internship and work experience programs – Those designed for students with disabilities, such as (but not limited to) the Workforce Recruitment Program for College Students with Disabilities (WRP), Career Opportunities for Students with Disabilities (COSD) Career Gateway, Disability:IN Mentorship Exchange, the Viscardi Center’s Emerging Leaders Program, and Project SEARCH.
- Nonprofit entities and social service agencies – Labor organizations, service providers operated by and for individuals with disabilities, and other groups that may provide referrals and technical assistance on employment practices, including accommodations.
- Peer networking – May produce referrals from your own business networks and help you learn what strategies and partnerships other employers use as sourcing pipelines.