U.S. Department of the Interior (DOI)
Hiring 101: A guide to questions, processes, & procedures

Working Group Collaboration
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Contents

Introduction

The Department of the Interior (DOI) conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

In order to execute DOI's complex and diverse mission, the organizations talent acquisition ecosystem must support transformative, innovative, and collaborative methodologies to attract and acquire the best possible talent. HR practitioners and hiring managers aim to continuously collaborate as partners to increase the effectiveness, satisfaction, and overall performance of the talent acquisition life cycle.

To this end, the DOI Hiring 101 Guide was envisioned to serve as a single resource providing practical guidance, recommendations, and best practices for DOI's HR practitioners and hiring managers during recruitment and hiring processes. This guide was designed and developed to be a 'living' resource by a team of representatives from bureaus that came together to form the Hiring 101 Working Group. The guide supports the ability of stakeholders to quickly access relevant information and provides guidance on how to accomplish specific tasks, processes and practices, as well as detailed appendices to support individual topics.

The Hiring 101 Working Group members from bureaus across DOI aimed to collaborate, share knowledge and establish a resource that will be beneficial to HR practitioners, hiring managers, and personnel security (PERSEC). All members of the working group were guided by the key principles listed below.

- Be **motivated** towards continuous improvement
- Be **collaborative** to represent diverse stakeholders
- Be **agile** to adapt to changing environmental factors
- Be **daring** to seek improvement and innovation
- Focus on **quality** as the primary metric

The collaborative working group also utilized the "5 Ps" of Policy, Process, Practice, Perception, and People to help create a shared understanding between HR practitioners and hiring managers and to identity opportunities for continuous improvement.

- This guide operationalizes ***policy*** where possible to provide practical guidance to frequently encountered situations.
- This guide provides references and increases awareness of existing and needed standard operating procedures (SOPs) and ***processes***.

- This guide provides ideas to support innovative recruitment and hiring strategies, in addition to providing examples of best ***practices.***
- This guide supports a holistic understanding and ***perception*** of talent acquisition to sustain an ecosystem that thrives on continuous improvement and shared understanding.
- This guide utilizes plain language that promotes collaboration and engagement amongst all ***people*** involved in hiring at DOI.

The collaborative working group also focused on a holistic approach aimed at continuous improvement by recognizing three key components woven throughout this guide.

Component # 1: Recruiting, Hiring, & Onboarding

Development and execution of recruitment, candidate sourcing, assessments, hiring and onboarding strategies, and plans that support excellence in talent acquisition are critical for bureaus to execute successfully in order to meet DOI's mission. This Hiring 101 Guide highlights useful resources, checklists, and websites that promote effectiveness and efficiency of hiring across DOI. Most recently, the opportunity to utilize shared certificates across DOI was made available in order to reduce administrative burden and increase the ability to reach qualified candidates more quickly.

Component # 2: Human Resources Information Systems (HRIS)

Utilization of information systems to support processes and data-driven decision-making is essential to executing, tracking, and continuously improving processes and outcomes in the talent acquisition lifecycle at DOI. HR practitioners and hiring managers alike utilize data from a variety of systems and sources such as the Federal Employee Viewpoint Survey (FEVS), time and attendance/work reporting, performance reviews, promotion/within-grade increases, demographics, and recruitment and hiring data. HRIS at DOI include employee data in FPPS, DOI Talent, IMart, and USA Staffing for example. Descriptions of frequently used systems at DOI are included as an appendix at the end of this guide.

Component # 3: Data Collection and Presentation

Utilization of metrics to inform strategic and tactical planning in addition to identifying key areas for process improvement initiatives is critical to DOI's continued success and ability to achieve its mission. Many policies, procedures and processes that involve a variety of stakeholders (e.g. HR specialists, HR assistants, hiring managers, applicants/candidates, etc.) contribute to the development and collection of data at DOI. In order to meet objectives of continuous improvement, a shared understanding of the purpose behind data collection must be achieved. A collaborative effort to present relevant data and make decisions in the best interest of all bureaus requires partnership and dedication from HR practitioners and hiring managers across the organization. Essential references for DOI's standardized hiring metrics are included as an appendix at the end of this guide.

Time-to-Hire

Time-to-Hire (T2H) Overview

T2H data, along with other data, provide valuable insight into the time it will take to attract and place the right candidate in a position. T2H tracks the number of calendar days it takes to fill a vacant position from the time the hiring manager identifies the need to fill to the time the new employee enters on duty (EOD).

The purpose of tracking T2H is to more precisely capture the total number of DOI hires as well as to show the positive impact of utilizing hiring flexibilities (i.e., direct hire authority, shared certificates, and other available resources). The requirements provide flexibility for DOI to better pinpoint successful practices and account for vulnerabilities beyond our control.

The improvement of DOI's recruitment and hiring processes, candidate quality, and hiring process outcomes is a responsibility shared by hiring managers, HR practitioners, and personnel security practitioners. While the data entry is primarily accomplished by the human resource practitioner, hiring managers are responsible at certain stages of the process. All stakeholders are invested in how well the process works and must work together to achieve positive outcomes.

DOI's Time-To-Hire (T2H) Metrics

Metrics are a way to gauge the efficiency and effectiveness of the hiring process in DOI organizations. They serve as a means to assess current hiring processes and set the stage for future improvements using data to drive these decisions. In order to effectively implement and execute the T2H model, we need to consistently apply and assess meaningful metrics.

The Department released its T2H metrics in Personnel Bulletin No. 20-09 dated July 21, 2020. This policy aligns with the U.S. Office of Personnel Management's (OPM) T2H reporting requirements established in the OPM Memorandum dated February 25, 2020. To facilitate a standard process, DOI has chosen the following key performance indicators (KPIs) to serve as the metrics to be used across the Department:

1. # of days from the Hiring Need Validated Date to the Tentative Offer Accepted Date (reportable to OPM)
2. # of days from the Hiring Need Validated Date to the Entry on Duty (EOD) Date (reportable to OPM)

3. # of days from the Request Personnel Action Date to the Announcement Open Date
4. # of days from Announcement Close Date to the Certificate Issue Date
5. # days from Certificate Issue Date to the Certificate Review Return Date
6. # days from Initiate Suitability Review Date to the Receive Suitability Review Date

While OPM requires reporting on two metrics, DOI collects data on six metrics because T2H metrics provide valuable data points that provide actionable insight into improvement opportunities in the hiring process. The additional metrics adopted by DOI enable decision-makers to understand the different stages of the hiring process and make better use of information for planning and continuous improvement purposes.

Establishing consistent T2H metrics is part of the human capital modernization effort to increase capacity to better support management. T2H metrics are not a "scorecard or report card" for any stakeholder. They are designed to be used as a foundation for measuring the efficiency of the hiring process, to provide better insight and data-based decisions regarding recruitment and hiring processes, and to inform workforce planning strategies. Consistently measuring T2H also allows for a variety of benchmarking among job series, geographic locations, and industries.

To ensure that each metric can be captured, the talent acquisition system, USA Staffing, must be populated with all specified dates. Accurately entering the data points (dates) included in each T2H measurement will provide the consistency needed for the Department to pull and report data. The Department started reviewing T2H data in August 2020 and anticipates the first full retrieval and reporting to occur in October 2020.

These metrics must be used for all DOI hires (i.e., hires/selections processed with a nature of action code (NOAC) beginning with 1XX). It includes hires under delegated examining procedures, merit promotion procedures, or special hiring authorities, in both the excepted and competitive service. These include positions that are filled without public notice or posting a JOA. In instances where there is no job opportunity announcement (JOA) some dates will be absent and therefore connected metrics (i.e., metrics 3-5) will not be applicable.

Bureaus may collect additional data (e.g., number of candidates and type of hiring action) if they feel it is necessary to identify and resolve any inefficiencies, but they must at a minimum, ensure that these metrics are tracked.

The T2H model is a metric in itself and should be used with other metrics (e.g., applicant flow data, quality of hire, manager and applicant satisfaction surveys, etc.) to make the

best-informed decisions regarding hiring strategies and where best to focus efficiency efforts.

Hiring managers, HR practitioners, and personnel security practitioners all have equity and responsibility towards improving the recruitment and hiring processes. As a reminder, there are important preliminary actions that must take place prior to tracking T2H to ensure that the time it takes to complete these actions is not impacting and skewing the time it takes to hire an employee. These actions include:

- Reviewing staffing requirements
- Ensuring budget, leadership approvals, and hiring waivers (if applicable) are obtained
- Ensuring strategic planning and workforce planning actions (such as job analysis, position management, and classification) are completed

HR Practitioners & Hiring Managers Using Time-To-Hire (T2H)

The DOI is required by the Presidential Memorandum dated May 11, 2010, to reduce the time it takes to hire mission-critical and commonly filled positions. OPM also requires the eporting of this data (as stated in 5 CFR 250 subpart (B). By collecting this data, OPM, the Office of Management and Budget (OMB), and agencies are better able to effectively monitor progress in meeting this objective. Additionally, DOI will track occupations beyond those OPM requires to better understand the hiring environment across all DOI occupations.

The efficacy of the hiring process is a shared responsibility among HR practitioners, hiring managers, and personnel security practitioners. Each stakeholder is responsible for accomplishing their tasks in a timely, accurate, and collaborative manner. Stakeholder roles and responsibilities are defined in DOI Personnel Bulletin No. 20-09.

As a manager, T2H metrics, along with other metrics, provide valuable insight into the time it will take to attract and place the right candidate in a position, in addition to supporting data-based workforce planning and strategy development. HR and personnel security practitioners can use T2H data to better advise managers on recruitment and hiring approaches and seeking opportunities to improve hiring processes.

The T2H model can be used to support the identification and prioritization of opportunities for improvement. For example, adjusting resource allocations to speed up the overall hiring timeline can make the difference of securing the best qualified candidate or having them move on to another opportunity.

HR Practitioners

T2H benefits HR practitioners by tracking KPIs that will better position them to provide data driven recommendations to managers during the hiring process. It will allow them to better consult on various hiring flexibilities as well as job recruitment opportunities and strategies. For example, knowing the trends in T2H metrics for certain positions can allow HR practitioners the ability to provide recommendations on a JOA open period and whether the announcement is better suited to have a closing date based on the number of applicants. The same data can also inform HR practitioners which recommendations to make for the type of announcement and which hiring flexibilities can be used to meet the manager's needed timeline and budget.

As HR practitioners, it is important to understand your role in the hiring process and where you can make recommendations based on the T2H metrics. The following are key places where metrics can influence the advice you provide managers:

- Initial consultation prior to the start of the 80-Day Hiring Model
- Job analysis
- Assessment strategy
- Create and post JOA
- Selection process

Hiring Managers

T2H data benefits hiring managers in helping them make data-based workforce planning and strategy development decisions. HR practitioners and personnel security practitioners use T2H data to better advise hiring managers on approaches and opportunities to improve hiring processes.

Managers use T2H to ensure they have the workforce needed to meet their organization's mission. By knowing how long it typically takes to fill a position, a manager can plan to "start the metric clock" in a way that maximizes time and efficiency. In knowing what steps take the most time, managers can revise their workplans and examine ways to decrease the time that specific steps take.

As a manager, it is important to understand your role in the hiring process. The following are key elements in the T2H model where managers' involvement directly affects the hiring process:

- Reviewing the position description, job analysis, and assessment strategy
- Validating the hiring need and requesting the personnel action
- Selection process (review certificate, conduct interviews and reference checks, and return certificate)

OPM has developed a Hiring Process Analysis Tool that walks through each step in the hiring process and explains what is done in the step and the responsible party. The Hiring Process Analysis Tool should be reviewed by both managers and HR practitioners to gain an understanding of where they fit in the process.

OPM Hiring Process Analysis Tool & End-to-End Hiring

The Presidential Memorandum dated May 11, 2010, Improving the Federal Recruitment and Hiring Process, was designed to address major, long-standing impediments to hiring the best and the brightest into the federal civilian workforce. In alignment with this initiative, OPM released the End-to-End (E2E) Hiring Roadmap that includes elements and tasks in the hiring process, assigning ownership, maximum number of calendar days, and helpful hints. *Note: The number of days for each step within the 80-day standard are suggested timeframes.*

The elements and tasks begin with validating the need against the workforce, staffing, and recruiting plans and then moving on to the entrance on duty (EOD) of the applicant followed by the orientation roadmap.

In addition to the E2E Hiring Roadmap, the guide covers workforce planning, recruitment, hiring, security/suitability, and orientation. Each of the five areas provides an overview, assumptions, challenges, elements and tasks, and measures. As part of Cross-Agency Priority Goal 3 (People – Workforce of the Future) of the President's Management Agenda, a nationwide Hiring Excellence Campaign was created to prepare agencies to "connect with top talent" from communities across America. The Campaign emphasized the need for collaboration between hiring managers and HR practitioners using the full-range of recruitment and hiring tools to recruit and hire highly qualified individuals:

- Establish effective collaborative relationships to improve outreach, recruitment, and hiring outcomes
- Use USAJOBS tools to attract and recruit diverse, qualified applicants
- Design and use assessments to identify top candidates
- Leverage hiring authorities and flexibilities to select quality candidates
- Strategically use data to analyze trends and inform recruitment and hiring decisions

OPM created a Hiring Excellence Mythbusters guide that hiring managers and human resources personnel can use to cross-check their work and be able to advise and explain facts to common myths. The Mythbusters Guide covers hiring manager involvement (including recruitment strategies), position descriptions, referral lists (and the sharing of referral lists), Direct Hire Authority (DHA), Schedule A appointing authority, and application of veterans' preference when using Schedule A.

Additionally, there is a section in this document devoted to assessment myths and the Pathways Program (student employment).

Recruitment Through Onboarding

Background

Merit System Principles/Prohibited Personnel Practices

The merit system principles (5 U.S.C. § 2301) are described as the core values that should be expressed in every HR decision. There are nine principles that provide guidance on how supervisors should manage human resources and how HR practitioners should provide guidance and oversight. These nine principles are the expected outcomes of effective management.

1. Recruit, select, and advance on merit after fair and open competition
2. Treat employees and applicants fairly and equitably
3. Provide equal pay for equal work and reward excellent performance
4. Maintain high standards of integrity, conduct, and concern for the public interest
5. Manage employees efficiently and effectively
6. Retain or separate employees on the basis of their performance
7. Educate and train employees if it will result in better organizational or individual performance
8. Protect employees from improper political influence
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations

There are twelve prohibited personnel practices (5 U.S.C. § 2302). These practices should never occur but can occur unintentionally (e.g., in a case when a supervisor makes decisions without first exploring all possible options to resolve the issue).

1. Illegally discriminate for or against any employee/applicant
2. Solicit or consider improper employment recommendations
3. Coerce an employee's political activity
4. Obstruct a person's right to compete for employment
5. Influence any person to withdraw from competition for a position
6. Give unauthorized preference or improper advantage
7. Employ or promote a relative
8. Retaliate against a whistleblower, whether an employee or applicant
9. Retaliate against employees or applicants for filing an appeal
10. Unlawfully discriminate for off duty conduct
11. Knowingly violate veterans' preference requirements
12. Violate any law, rule, or regulation which implements or directly concerns the merit principles

Recruitment and Hiring Roles

Recruitment and hiring require engagement from many key stakeholders in order to fill positions with highly qualified employees. This engagement is ongoing throughout the hiring lifecycle and occurs within DOI diversity offices, management/hiring offices, HR offices, and security and information technology offices.

The Presidential Memorandum, Improving the Federal Recruitment and Hiring Process, requires managers and supervisors with responsibility for hiring to be fully involved in the process, including planning future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and interviewing process. In addition, it stipulates that hiring managers are held accountable for recruiting and hiring highly qualified employees and supporting their successful transition into federal service.

Hiring managers directly affect the ability to carry out the mission of the organization through hiring decisions. These hiring reforms spotlight the importance of managers' involvement in all aspects of hiring and provide related information on the roles of hiring managers and HR practitioners in the hiring process. Additional guidance on these reforms is outlined in the OPM Memorandum dated May 11, 2010.

Strategic Recruitment Consultation

The recruitment strategy meeting helps the hiring manager define his or her hiring need from the beginning of the process and creates a strategic partnership to help ensure effective recruitment and hiring. The HR practitioner should use this to start a discussion with the hiring manager about current and future hiring needs.

Keys to Successful Recruitment

1. Plan ahead – Don't wait for a departure

2. Take an overall approach to your workforce to determine the current/future needs of the organization
3. Work with HR to collaborate, establish a plan, and discuss:
    a. Is there a current PD or a standard PD available?
    b. Where are the sources of talent?
    c. What potential authorities/flexibilities would provide the best applicant pool?
    d. What assessment tools will produce the essential skills/knowledges and abilities?
    e. What are the roles and responsibilities in the recruitment process?
    f. What is the timing of the hiring need?
4. Continue to communicate and collaborate
5. Stay involved in the hiring and onboarding process
6. Debrief – What did and did not work; document lessons learned for future recruitments

Preparing and Validating Hiring Needs through Workforce & Succession Planning

Workforce planning is a strategic planning process that involves analyzing, forecasting, and planning workforce supply and demand, assessing gaps, and determining strategies to ensure that an organization has the right people and skills necessary to fulfill its mission and objectives.

Succession planning is a systematic process of identifying and developing the talent pool for key positions that have a significant impact on the mission of an organization. It also mitigates the risks associated with the planned or unplanned loss of knowledge and skills critical to the organization's success.

As a hiring manager, it's important to review strategic workforce plans, succession plans, and staffing plans to identify the resources and sources for recruitment prior to submitting a request (validation need). Hiring managers should assess their hiring needs as part of the workforce planning phase instead of simply reacting when a vacancy occurs. This includes reviewing the proposed position description to determine if there are any changes and developing or reviewing the job analysis information and assessment tools. This step requires collaboration with HR to determine where updates and improvements in these sources are needed and to develop a plan to ensure timelines are established for the hiring process.

Best Practices:

- Use standardized job analysis (e.g., competency models) and assessment tools for mission critical occupations while working with HR and subject matter experts to develop these tools and validate the results. There are validated competency models for dozens of occupations in DOI's Competency Library. These competency models can be used rather than conducting a new job analysis for the vacancy. DOI's competency models are also located within USA Staffing and are searchable by occupational series.

- Use standard position descriptions (SPDs) to recruit common positions. Standard PDs should cover the major duties and responsibilities assigned to a position. It's the job analysis, however, that identifies the critical competencies and defines the specialized experience and any special skills needed to perform the work of the position.

- Early collaboration between HR and the hiring manager to discuss the challenges and specific skill set may help reduce the timeline to hire by looking at non-competitive hiring authorities and/or using already established position descriptions and assessments tools.

Hiring Flexibilities and Authorities

Positions can be filled as temporary, term or permanent. Each has their own advantages, and HR practitioners can be consulted to determine the best use of these appointments.

Temporary Appointment

Non-status appointment into a position in the competitive service that is established for up to 1 year. Extensions of up to 24 months may be granted. Extensions exceeding 24 months must be approved by OPM.

When to Use: To fill a temporary need of the organization that is not anticipated to last more than 1 year.

Term Appointment

Non-status appointment into a position in the competitive service that is established for a specific period of more than 1 year but less than 4 years. Extensions beyond 4 years must be approved by OPM.

When to Use: To fill a temporary need of the organization that will last more than 1 year but will not be needed on a permanent basis.

Permanent Appointment

Status appointments established for unlimited periods of time.

When to Use: For current and ongoing needs of an organization.

Competitive Service

The competitive service consists of all civil service positions in the executive branch of the Federal Government with some exceptions. The competitive service exceptions are defined in 5 U.S.C. § 2102.

In the competitive service, individuals must go through a competitive hiring process open to all applicants (i.e., competitive examining, typically through a delegated examining unit) before being appointed. This process may consist of a written test, an evaluation of the individual's education and experience, and/or an evaluation of other attributes necessary for successful performance.

Excepted Service

Appointments in the excepted service are civil service appointments within the Federal Government that do not confer competitive status. There are a number of ways to be appointed into the excepted service. These include being appointed under an authority (e.g., Veterans Recruitment Appointment) or to a position (e.g., attorney) defined by the OPM as excepted. More information can be found in 5 U.S.C. 2103 and part 213 and part 302.

Non-Competitive Appointment

Under certain hiring authorities established by law or executive order, a hiring manager may hire candidates directly without having to go through the full application process. Veterans, persons with disabilities, many current and former federal employees, and returning Peace Corps volunteers are examples of individuals eligible for non-competitive appointment.

Appointing Authorities (add DOI Hiring Tools at a Glance Link here)

Agencies may use a variety of appointing authorities to hire job applicants. This section describes the types of appointments available to agencies, including special hiring appointments for targeting veterans.

Additional information from OPM can be found in the Human Resources Flexibilities and Authorities in the Federal Government website and the Policy, Data, Oversight - Hiring Information website.

Recruitment Strategies

The purpose of continuously engaging in improvements and spending valuable resources on the recruitment process is to ensure strong applicants are attracted to critical positions and prepared to perform successfully if selected for the job. Recruitment is an ongoing process requiring attention and resources, even at times when the agency is not actively seeking to fill jobs.

Tip: Recruitment strategies should be directly informed by workforce planning data in order to target anticipated talent requirements.

Posting a job opportunity announcement is not a substitute for the more focused targeted recruiting that agencies need to undertake to fill positions with highly qualified applicants. It is essential that agencies use all of the tools available to ensure a sufficient pool of qualified and diverse applicants.

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. 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.

An important part of recruiting is identifying sources of talent. This can be accomplished by building ongoing relationships to create a diverse applicant pool and using available hiring flexibilities.

Some potential recruitment sources include:

- Work with vocational rehabilitation offices
- Use Feds Hire Vets Website
- Local veteran organizations such as the Wounded Warrior Program
- Workforce Recruitment Program
- Establish relationships/partnerships with local colleges/universities, organizations and communities to leverage their candidate pool
- Partner and network with professional associations
- Advertise in professional journals/publications and on website to attract diverse applicant pools
- Local job boards
- Paid advertising
- College and university career sites

- Alumni networks
- Campus recruiting (e.g., information sessions, career fairs, mock interviews, etc.)

Hiring Incentives

Hiring incentives allow managers to attract high-quality candidates or keep current employees from leaving difficult to fill positions. Each of these incentives has specific requirements and procedures. Your servicing HR Specialist will help determine what the requirements are and which are appropriate for your unique situation.

Recruitment Incentive - An agency may pay a recruitment incentive to a newly appointed employee if the agency has determined that the position is likely to be difficult to fill in the absence of an incentive.

Relocation Incentive - An agency may pay a relocation incentive to a current employee who must relocate to accept a position in a different geographic area if the agency determines that the position will likely be difficult to fill in the absence of an incentive.

Retention Incentives – An agency may pay a retention incentive if it's determined that given the agency's mission requirements and the employee's competencies it is essential to retain the employee in his/her current position during a period of time before the closure or relocation of the employee's office, facility, activity, or organization; and the employee would be likely to leave for a different position in the federal service in the absence of a retention incentive.

Additional information on recruitment, relocation, and retention incentives can be found here.

The Role of Hiring Manager

Develop a Plan for Hiring:

- Proactively assess hiring needs as part of the workforce planning process instead of reacting after a vacancy occurs
- Review current job analysis information, position descriptions, and assessment tools related to the open positions
- Determine where updates and improvements in these sources are needed
- Prepare plans to develop and update job and assessment materials
- Coordinate with HR to identify target timelines for all elements of the hiring process

Participate in the Job Analysis Process:

- Initiate updates to outdated and inaccurate job information.
- Participate in focus groups designed to identify the critical tasks and the competencies needed to perform those tasks in certain occupations.

- Ensure staff, particularly high performing staff, are encouraged to participate in the job analysis process.
- Review lists of tasks and competencies for completeness and accuracy.

Provide Recruitment Input:

- Confer with HR to determine which hiring authorities, flexibilities, and options are likely to result in the best hires.
- Participate in writing and reviewing accurate and concise job announcements.
- Assist with the overall recruitment and assessment strategies and plans.
- Submit appropriate documentation to HR to initiate the recruitment process.
- Participate in recruitment efforts at colleges and universities, job fairs, and other outreach venues.
- Identify subject-matter experts to assist in the examining process.

Participate in the Development and Review of Applicant Evaluation Questionnaires:

- Help to develop an assessment plan.
- Participate in the questionnaire development process that includes writing items/questions and developing the scoring protocol.
- Review all questionnaires, including scoring protocols, prior to use.
- Understand and provide input into the review process, as applicable.

Use the Interview to Your Advantage:

- Determine critical competencies to be assessed.
- Consider using a structured interview process whereby all candidates are treated the same.
- Ask the same questions of all applicants.
- Hiring Managers: Use a panel of two or more trained raters.
- Take notes, rate responses independently using behaviorally-based scoring benchmarks, use a consensus process when raters' scores differ, and keep interview materials secure.

Evaluate Outcomes:

- Consider if the applicants referred possess the technical competencies and experience needed for the position, as well as determine if the individual was selected from a certificate.
- Other considerations include determining if there was a quality hire (e.g., would the selected individual be hired again).

- In the spirit of continuous improvement, DOI staff are encouraged to ask themselves and key stakeholders if there are specific processes that could be improved in the future.

Provide for a Smooth Transition into Federal Service:

- Keep in touch with the HR specialist and the candidate on a regular basis after the tentative job offer has been made
- Coordinate with the security office for background investigation and ID badge issuance (if applicable)
- Plan for a successful first day: Cultivate a positive experience for the new employee, explain job responsibilities, and answer questions
- Develop a performance plan and provide meaningful assignments
- Give the new employee timely and constructive feedback, solicit feedback from your new employee, and make appropriate adjustments

The Role of HR Practitioners

Provide Consultation Services:

- Meet with hiring manager and, when appropriate, program staff to prepare staffing plan
- Discuss hiring options and recruitment sources with hiring manager
- Assist hiring manager in identifying appropriate hiring incentives
- Coordinate with hiring manager to identify target timelines for all elements of the hiring process

Finalize Position Description and Job Analysis:

- Help hiring manager identify appropriate standard position description or classify unique position description as appropriate
- Identify or prepare initial job analysis for review and approval by hiring manager
- Work with hiring manager to create applicant evaluation questionnaire

Develop Job Opportunity Announcement (JOA):

- Draft JOA for review and approval by hiring manager.
- Ensure job opportunity announcement clearly states the major duties and responsibilities of the position.
- Develop specialized experience statement and any other mandatory requirements for position, if applicable.

- Consult with hiring manager on any modifications that are desired and finalize job opportunity announcement.

An example DOI JOA can be found here.

Evaluate Applicants:

- Provide required applicant status notifications during the application, evaluation, and selection process.
- Review applications to determine basic eligibility and qualifications.
- Work with participating subject matter experts on the review of applicants for qualifications and quality category rating as appropriate.
- Make final decisions regarding applicant qualifications.

Issue Certificate of Eligible Candidates:

- Adjudicate veterans' preference claims as applicable.
- Identify applicants to be referred for selection consideration.
- Issue certificate(s) of eligible candidates to hiring manager.

Extend Job Offer:

- Make official job offer to selected candidate.
- Consult with hiring official regarding appropriate hiring incentives and procedures for requesting approval of incentives, if needed.
- Coordinate entry on duty date with candidate and hiring manager.
- Process official personnel action for appointment.

Conduct New Employee Orientation:

- For new employees, the HR Practitioner provides information and instructions for paperwork to be completed for new employee orientation.
- Conduct new employee orientation involving administration of oath of office, completion of benefits and other personnel paperwork.
- Maintain examining case file and electronic Official Personnel Folder (eOPF).

Effective Use of Hiring Flexibilities

- Direct-Hire Authority - Authorities that permit federal hiring without regard to the provisions of title 5 U.S.C. 3309 through 3318
- People with Disabilities Appointing Authority - Information for recruiting and hiring employees with disabilities and providing reasonable accommodation in appropriate circumstances

- Excepted Service Appointments - Appointments for positions that are specifically excepted from the competitive service by law, the President, or the U.S. Office of Personnel Management
- Hiring Flexibilities from DEOH 2019 - Information about a number of new hiring authorities enacted by Congress listed in the DEOH, Chapter 2, Section A
- Primary Appointing Authorities for Career and Career-Conditional Appointments - A list of the primary methods agencies use to make career and career-conditional appointments (citations of law and regulation are provided as well as miscellaneous non-Title 5 authorities)
- 30% Disabled Veterans Appointing Authority - A noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran with a disability rating of 30 percent or more, or with a compensable service-connected disability of 30 percent or more
- Veterans Employment Opportunity Authority - Veterans Guide (VetGuide) information about the Veterans Employment Opportunities Act of 1998 that allows eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting outside of its own workforce
- Veterans Recruitment Appointment Authority - VetGuide information about a special authority allowing agencies to appoint eligible veterans without competition to positions at or below General Schedule (GS) 11 or equivalent

- DOI Hiring Tools at a Glance - A detailed table that indicates various recruitment and hiring options, including hiring authorities, appointment types, eligibility, and tips for when each approach may be used.

Additional information from OPM can be found in the Human Resources Flexibilities and Authorities in the Federal Government website and Hiring Authorities website.

Shared Certificates within DOI – Operational Quick Reference

DOI recently began using shared certificates within the organization and this section provides an overview of this process given implementation decisions made to date. Using shared certificates within DOI expedites hiring by permitting DOI servicing human resources offices (SHROs) to share certificates of eligibles across DOI bureaus and offices. The opportunity to leverage certificates across DOI supports a collaborative effort to streamline, and quickly fill mission critical positions across DOI.

Roles and Responsibilities

Originating Servicing Human Resource Offices (SHRO) are responsible for the operational management and efficacy of shared certificates including the following actions:

- Clear appropriate priority placement programs (e.g. CTAP, ICTAP, RPL, PRL) at initial announcement;
- Include standardized language in announcement notifying applicants that their applications may be shared;
- Share certificates with interested SHROs, including all case file documentation. Recommendations include sharing this information through USA Staffing to eliminate administrative burden for HR Specialist. Exact processes and timeframes (e.g. sharing documentation within three business days) are still pre-decisional.
- Conduct quality control/assurance reviews prior to sharing a certificate;
- Manage case files through audit closeout to include documenting the receiving bureau's decision regarding selection. Determining which office should document "no selection made" is still pre-decisional.

For additional information and to reference DOI's CTAP Memo, click here.

Receiving SHROs are responsible for ensuring management and utilization of certificate:

- Verify through job analysis that the minimum qualification requirements (including use of any selective placement factors) and the competencies, or knowledge, skills and abilities, that were used for the original position are appropriate for their internal position to be filled;
- Make selections within thirty calendar days of the date the certificate is received from the originating SHRO (this may be extended up to 240 calendar days from original certificate issuance date by the originating SHRO only);
- Re-clear appropriate priority placement programs (CTAP, RPL, PRL) after 120 calendar days of the certificate issuance date (DOI CTAP/SSP lists and RPL should be cleared prior to each hire);

- Send notification within seven calendar days to the originating SHRO when selections are made;
- Submit selection as New Hire Request to include the selection documentation as an attachment with appropriate signatures/documentation for certificate.
- Conduct quality review of selection(s) prior to tentative job offer;
- Make selection in USA Staffing and provide selection package(s) after job offer to the originating SHRO, including all case file documentation sufficient for third party audit and reconstruction;
- Notify the originating SHRO within seven calendar days if a selected candidate declines an offer, or if a selected candidate does not onboard with the Department;
- Notify the originating SHRO within seven calendar days when no further selections will be made; and
- Complete proper selection, audit and recordkeeping, etc.

Bureau Human Resource Offices are responsible for following available guidance and assisting servicing human resource offices (SHRO) in using shared certificates. They are also responsible for providing operational oversight and evaluation of shared certificate execution within bureau SHROs. Bureaus HROs should encourage the use of shared certificates and assist SHROs in the coordination with other bureaus.

Process Steps

- Shared certificate language will be used to notify applicants in the announcement; however, applicants do not have to "opt-in" in if certificates only shared within DOI.
- Bureaus will use the "Shared Recruitment" system Vacancy Tag to assist with reporting in USA Staffing. A bureau can only share a competitive certificate when the position is the same occupational series, grade level (or equivalent), full performance level, and duty location.
- All selections made within 240 calendar days of original certificate issue date.
- Each organization will maintain case file documentation to reconstruct the organization's use of the shared certificate.
- Origination bureau will place opportunities on "Shared Certificate" List/Shared Site for bureaus to clear before positing new opportunities. This list will be centrally managed and include all DOI-wide standard position descriptions with the same job analysis and parenthetical specialization.
- The requirements for making a selection from a shared certificate is in the DOI Shared Certificate Policy (currently pre-decisional draft) and the OPM Shared Certificate USA Staffing System Training.
- The originating bureau and the bureaus receiving the shared certificate are each responsible for maintaining complete case file documentation in USA Staffing sufficient to reconstruct all hiring actions in accordance with DOI Merit Promotion Policy and/or Delegated Examining Operations Handbook (DEOH), as appropriate.

Each time the certificate is shared, each receiving bureau is responsible for creating a new instance of a case file to document its use.

When sharing a certificate, the originating bureau will provide the receiving bureau with a copy of all documentation pertaining to the creation of that certificate (e.g., the job analysis, JOA, rating schedule/crediting plan, applications of those certified, etc.) through USA Staffing.

Applicant Sourcing

Strategic Sourcing

Strategic sourcing enhances the applicant pool by considering the dynamic hiring authorities available to the organization. In addition to considering the various types of appointment authorities available to the agency, there are other resources that should be considered to expand upon the scope of reachable talent.

The DOI Hiring Guide at a Glance has helpful information that can be referenced (DOI to provide resource link or remove).

The Purpose of Standard Position Descriptions

All DOI bureaus/offices with delegated classification authority are required to use a DOI standard position description (SPD) when recruiting for a position in an occupational series covered by a DOI SPD.

SPDs save time and resources by streamlining hiring approaches, such as sharing vacancy announcements and candidate certificates, and they ensure that identical positions are described and classified consistently across bureaus/offices. SPDs also assist with position management by eliminating grade stacking and grade overlapping, allowing for quicker workforce analysis and quicker skills gaps analysis. SPDs ensure equal pay for substantially equal work (Merit System Principles, 5 USC 2301) and assist with streamlining training and performance plans. For additional policy, see the DOI Position Management and Classification Policy Handbook. SPDs are located in USA Staffing and on the DOI Office of Human Capital Classification webpage.

Effective Job Analysis

Six Steps to Conducting a Job Analysis

Step 1: Collect Information About the Job

A good place to start is by reviewing materials that describe the work performed on the job. Such materials include:

- Position descriptions and classification standards
- Subject matter expert (SME) input
- Performance standards
- Occupational studies

Pro Tip: To save time and SME resources, consider using the competency definitions in DOI's Competency Library.

Step 2: List the Tasks

Prepare preliminary lists of tasks and competencies required to perform successfully on the job, based on the information and/or SME input (along with the source of that information) collected in step 1.

Step 3: Identify the Critical Tasks

Have the SMEs rate the importance of each task.

Step 4: Identify the Critical Competencies

Have the SMEs rate the importance of each competency and indicate whether they are needed at entry. After the competencies are rated, identify which competencies are critical. Determine cutoffs for each of the scales. For example, based on the rating scales and cutoffs described in Appendix D of the Delegated Examining Operations Handbook (DEOH), the critical competencies are those rated as both "important" and "needed at entry." Cutoffs will vary by the scale used.

Step 5: Link the Tasks and Competencies

Have SMEs rate the extent to which each competency is important for performing each task. Eliminate any tasks not linked to one or more competencies and competencies that are not linked to at least one task.

Step 6: Choose Selective and Quality Rating Factors

Determine competencies using the SF-39A, Request and Justification for Selective Factor or Quality Ranking Factors or Internal Checklist.

Roles in Recruitment and Hiring

HR specialists, hiring managers, and subject matter experts (SMEs) are all integral parts of the recruitment and hiring process. Each brings unique insights that are valuable to selecting the best candidates available. There are a variety of ways both hiring managers and SMEs can and should be involved in recruitment and hiring:

- Ensure the position description is accurate and up-to-date
- Participate in the job analysis to identify the most critical competencies for the position
- Develop a recruitment strategy (hiring manager only)
- Identify or develop assessment tools
- Ensure the job opportunity announcement accurately describes the job
- Actively recruit for open positions
    - Any employee can invite individuals to apply for positions

    - Hiring managers can notify HR that they identified a specific candidate through active recruitment (also called a "named request")
- Work with HR during the minimum qualifications review (SMEs only; hiring official cannot be involved)
    - HR still makes the final qualification determinations
- Rate and rank candidates (SMEs only; hiring official cannot be involved)
- Interview candidates
    - SMEs can participate on structured interview panels as part of the assessment process
    - Hiring managers can conduct unscored selection interviews with any candidates on the best qualified certificate
- Select candidates to hire (hiring manager only)

Best Practices to Keep in Mind:

- Decide how to involve SMEs before the job opportunity announcement is posted
- HR provides oversight of SME involvement throughout the recruitment and hiring process

Creating Effective JOAs That Draw the Right Applicants

Composing a Job Announcement

The best job announcements are those that attract the most qualified candidates. They should start with an accurate and engaging description of both the agency and the bureau mission, and the position itself, including a clear andconcise job summary. They should also include the job's career progression, duties, requirements, assignments, qualifications, an explanation of how applicants will be evaluated, and how to apply for the position.

The HR practitioner will decide on the selection criteria that will determine the viability of job candidates. The announcement should be written for the lay reader. It is common for the position description (PD) to be used in drafting the announcement. Remember that the PD was written for a different purpose and a different audience. Speak to the things that would most resonate to an applicant—how the job fulfills the organization's mission, not just the tasks that will have to be performed. Try to think about what language would attract a talented person to this job. What's my Role – A Step-by-Step Hiring Guide for Federal Managers is a useful resource from the Partnership for Public Service.

Developing & Strengthening Assessments

Assessment Requirements

When filling a vacancy, the assessment process is how you determine which applicants are the best fit or the position. Whereas evaluating qualifications allows you to see which applicants are *minimally qualified* for a position, the assessment process determines which candidates are the *best qualified* for a position. There are some key requirements for the

assessment process in the Federal Government. Any assessment tool or process used for selecting new employees must:

- Be Fair and Practical – the assessment tool or process must allow candidates a fair chance to demonstrate their job-related competencies
- Select from the Best – the assessment tool or process should successfully identify the individuals that will successfully perform in the position
- Lack Unfair Discrimination – candidates for a position cannot be discriminated against on the basis of any non-job-related characteristics, such as race, sex, religion, or other Title VII protected categories
- Offer the Opportunity to Appeal – there must be a process in place for candidates to appeal the selection decision if they feel they were treated unfairly
- Be Based on a Job Analysis – any assessment procedure must be based on the results of a job analysis that identifies the basic duties of the position, the competencies required to perform those duties, and the factors important in evaluating those competencies (e.g., can the competency be learned quickly on the job or is it needed in the first day on the job)
- Be Relevant to the Job – a candidate's success or failure on any assessment tool should be indicative of their actual ability to perform the work of the position (e.g., the assessment accurately measures the candidate's job-related competencies).

Additionally, per Executive Order #13932 on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates, Federal agencies are prohibited from using self-report data from an applicant as the *only* assessment tool before issuing a certificate of eligible candidates. Self-report assessment tools can still be paired with other non-self-report, competency-based assessment tools such as USA Hire, subject matter expert (SME) panel interviews, ACWA rating schedules, SME review of written narratives, or SME structured résumé review.

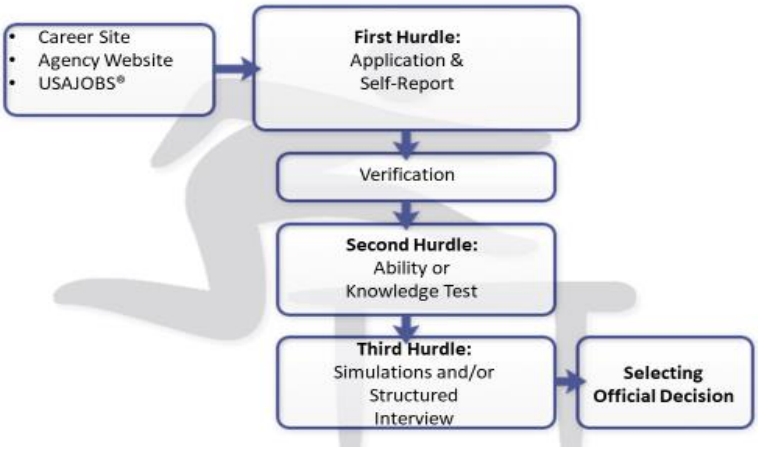
Key Assessment Concepts and Considerations

When establishing an assessment strategy or evaluating an assessment tool, there are a few key concepts and considerations to keep in mind:

- Reliability – How consistent the assessment tool is when evaluating candidates
    - Any assessment tool or strategy used should obtain similar results from candidates from one administration to the next
- Validity – How accurate the assessment tool is when evaluating candidates

    - Performance on any assessment tool should be predictive of performance in the position
- Technology – How can technology best be used to facilitate the assessment process
- Adverse impact – When a substantially different selection rate exists to the detriment of a group protected under Title VII of the Civil Rights Act
    - Any assessment procedure challenged due to adverse impact must be demonstrated to be job-related (i.e., predictive of performance, very similar to the tasks performed, etc.)
- Applicant reactions – The recruitment experience can have a lasting impression on an applicant (and their family, friends, etc.)
    - It is important to employ an assessment process that is viewed as fair and job-related in order to avoid alienating applicants and creating a bad impression of the organization
- Costs – Some assessment tools may require a high level of financial resources; some assessment strategies may require existing employees to expend a large amount of time and effort
    - Keep in mind assessment costs not only in the price of an assessment tool but also administration and development costs
- Validity coefficients – A statistical index used to report validity evidence for an assessment tool. They range between -1 and 1, with higher, positive numbers indicating a better predictor of performance.
    - Validity Coefficients of Commonly-Used Assessments (Schmidt & Hunter, 1998):
        - Work Samples .54
        - Structured Interviews .51
        - Cognitive Ability Tests .51
        - Job Knowledge Tests .48
        - Biographical Data .35
        - Occupational Questionnaires .11

Multiple Hurdle Approach



When assessing applicants for a position, some of the best assessment tools available can also be some of the most resource-intensive, so using them for a large number of applicants is not feasible. When developing an assessment strategy, a multiple hurdle approach helps to address this issue. It maximizes the efficiency of resources by utilizing the most time and cost-intensive resources on the best qualified individuals. In this approach, applicants meeting the minimum qualifications for the position complete the first "hurdle" of the assessment process, typically an automated, self-report questionnaire or inexpensive online test. The top-rated performers move on to the next, more rigorous assessment tool. This strategy allows for the best qualified candidates to be considered for the position by using better assessment tools and not depleting resources in the process.

Common First Hurdles – Application & Self-Report

- Application and resume
- Occupational questionnaire
- Biodata
- Personality tests

Verification

- Verify that applicants' self-report data matches their resume

Common Second Hurdles – Ability or Knowledge Tests

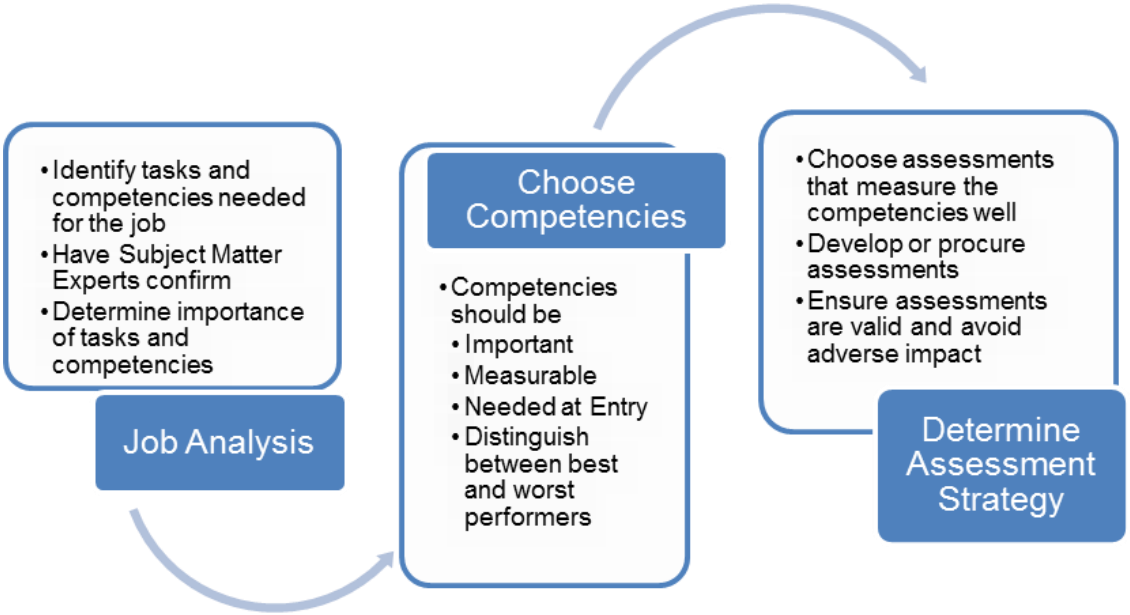
- Cognitive ability test
- Job knowledge test
- Situational judgment test

Common Final Hurdles – Simulations or Interviews

- Assessment center
- Writing assessment

- Work sample

Strengthening Assessments



Three Primary Steps in Establishing an Assessment Tool or Battery

1. Conduct a job analysis for the position
    - Identify the critical tasks performed in the position and the competencies required for successful performance of those tasks.
    - Work with subject matter experts (SMEs) to make sure the tasks and competencies identified are accurate and thoroughly describe the work. Have SMEs determine the relative importance of the tasks and competencies to successful performance of the job.
    - Establish links between the tasks and competencies.

2. Choose the competencies that will be assessed via the assessment tool.
    - Competencies chosen should be considered important to the position (as rated by SMEs) and be measurable by common assessment tools (the extent to which some competencies are measurable will depend on the assessment tool being used).
    - The competencies chosen should be those that cannot be learned easily within the first few months on the job through training or other assignments.
    - Competencies chosen for assessment should distinguish between top performing and poor performing employees.

3. Determine the assessment strategy for measuring those competencies.

- Choose assessment tools that are well-suited to measure the competencies that were chosen.
- Decide the number of assessment tools that will be used (e.g., a single test, a multiple hurdle process with many assessment tools, etc.). Work with SMEs to establish any scoring benchmarks or cutoff scores for each assessment tool.
- Determine whether assessments will be developed in-house or if "off-the-shelf" assessments will be procured from a vendor.
- Ensure the assessment and selection process avoid causing adverse impact and that validity evidence can be provided.

Assessment Tools Overview

Listed below are several commonly used types of assessment tools. The best assessment tool(s) will depend on the type of position, the competencies being assessed, and the overall assessment strategy.

Occupational Questionnaires

Online questionnaire ratings of applicants' training and experience have increased in popularity in recent years due to their low cost and ease of use with automated staffing systems.

Best Use: This assessment tool is best used as an initial method for winnowing the applicant pool to a manageable number before using another, more rigorous assessment tool(s), such as structured interviews or a work sample.

Consideration: These questionnaires are not ideal for entry level positions (where applicants would not be expected to have as much work experience) and are better used to assess the technical skills of experienced professionals. Since they are self-rated, they are prone to response inflation from applicants.

Note: this type of assessment tool cannot be used as the only assessment when filling a vacancy, per Executive Order #13932.

Structured Interviews

Structured interviews are a popular assessment method because of their high validity and personal nature. The primary features that separate structured interviews from other types of interviews (and makes them a much better predictor of future job performance) is that all candidates are asked the same predetermined questions in the same order and are evaluated using the same rating scale and behavioral benchmarks.

Best Use: Structured interviews can be very effective at assessing "soft skills," such as teamwork or interpersonal skills. Interviews that take place prior to creating a certificate of eligibles should be structured. Interviews taking place after issuing a certificate of eligibles (i.e., hiring interviews) can be either structured or unstructured.

Consideration: Because they can be time and resource intensive, structured interviews are often best used near the end of a multiple hurdle assessment process. For more information on developing and administering structured interviews, please refer to the Structured Interviews page on OPM's Assessment and Selection website.

Biodata

Biographical data (biodata) measurements are based on the principle that past behavior predicts future behavior. Candidates respond to multiple choice questions about past events and behaviors that are shown to measure characteristics related to successful job performance. An example of a biodata measurement is the Administrative Careers With America (ACWA) rating schedule assessment.

Best Use: Biodata is useful for entry level positions when applicants would not be expected to have much work experience.

Consideration: Due to their psychometric complexity, biodata instruments are best developed by professional organizations with experience in test development.

Cognitive Ability Tests

Cognitive ability tests measure competencies related to thinking and processing information. The SAT and GRE are examples of cognitive ability tests used in academia. The USA Hire Occupational Math, Occupational Reasoning, and Occupational Reading assessments are examples of cognitive ability tests that measure job-related competencies.

Best Use: Cognitive ability tests are highly predictive of ability to learn new information and performance in complex jobs.

Consideration: The main drawback of cognitive ability tests is that they are historically prone to subgroup differences, which could lead to an applicant challenging the selection procedure. For this reason, cognitive ability tests are best used in combination with other types of assessment tools that are typically not prone to subgroup differences (e.g., personality inventories, situational judgment tests). Due to their psychometric complexity, cognitive ability tests are best developed by professional organizations with experience in test development.

Job Knowledge Tests

Job knowledge tests consist of questions designed to measure the mastery of technical skills or subject matters. Licensure and certification exams are examples of job knowledge tests.

Best Use: They are typically used in situations where an applicant must possess a highly technical competency that cannot be learned on the job.

Consideration: Job knowledge tests are fairly difficult to develop and maintain in-house and are best procured off-the-shelf from a professional organization with experience in test development.

Personality Inventories

Personality inventories are self-rated, multiple choice questionnaires designed to elicit information about applicants' motivations, interests, and work styles. They are not used to diagnose or reveal medical conditions related to personality. The USA Hire Occupational Interaction assessment is an example of a personality inventory that measures job-related competencies.

Best Use: They are typically used for positions involving a great deal of personal interaction or work in team settings.

Consideration: Due to their psychometric complexity, personality inventories are best developed by professional organizations with experience in test development (though they are typically less expensive than other types of off-the-shelf assessment tools).

Situational Judgment Tests

Situational judgment tests present candidates with a work-related scenario and ask them to identify how they would handle the situation. The USA Hire Occupational Judgment assessment is an example of a video-based situational judgment test that measures job-related competencies.

Best Use: These types of tests are typically used for managerial positions or jobs requiring a great deal of interpersonal interactions.

Consideration: Costs for situational judgment tests will vary depending on their format (e.g., paper and pencil format is less expensive than video simulations). Due to their psychometric complexity, situational judgment tests are best developed by professional organizations with experience in test development.

Work Samples

Work samples ask candidates to complete tasks or activities that mirror the actual tasks employees perform as part of their job. Examples of work samples include having

applicants to a clerical position transcribe a memo or asking for a writing sample for a position involving a lot of written communication.

Best Use: These types of tests are typically used for high stakes managerial positions or near the end of a multiple hurdle assessment process.

Consideration: The amount of resources required for a work sample will depend on the types of tasks performed, level of simulation of tasks required, and number of observers or raters needed.

Note: While the 2010 Presidential Memorandum on Hiring Reform bars agencies from requesting written narratives or writing samples from candidates upon their initial application to a vacancy, written narratives or writing samples can still be requested from candidates ***after they have been screened for the minimum qualifications for the position.***

Education

Some occupational series have positive education requirements as part of the minimum qualifications for the position.

In accordance with 5 USC 3308, the U.S. Office of Personnel Management (OPM) or other examining agency may not prescribe a minimum educational requirement for an examination for the competitive service except when it is determined that the duties of a scientific, technical, or professional position cannot be performed by an individual who does not have a prescribed minimum education." EO 13932 clarifies the rare circumstances when a position cannot be performed absent a minimum level of education and, where it is appropriate to establish a minimum education requirement for examination for the competitive service.

Interviews

Interviews are strongly encouraged because this is an opportunity to gather additional information from the applicant. The resume is only a brief description of the individual's background. An interview may provide more information that can be used during the selection process. It can be especially useful in evaluating oral communication and interpersonal skills that are not otherwise easily measured in writing. The interview also provides an opportunity for a face-to-face information exchange.

A selecting official and/or interview panel may interview some, all, or none of the referred candidates. Selecting officials and/or interview panels will ensure that all interviews are properly conducted, all questions are job-related, and that every effort is made to obtain the same information from each candidate. Interviewers may not ask about or discuss a candidate's race, color, religion, sex (including pregnancy and gender identity), national origin, age (as defined by the Age Discrimination in Employment Act of 1967, as amended),

disability, genetic information (including family medical history), marital status, political affiliation, sexual orientation, labor organization affiliation or non- affiliation, status as a parent, or any other non-merit-based factor. Unsuccessful efforts to contact candidates, declination of interviews, not reporting for interviews, etc., must be documented by the selecting official and maintained with the case file. Selecting officials are highly encouraged to conduct reference checks. Conducting reference checks is not mandatory but is considered a best practice for selection of successful candidates.

A short checklist of helpful hints and tips to support hiring managers conducting effective interviews can be found on OPM's Hiring Managers: 3 Steps to a Successful Interview webpage.

Importance of the Interview

Interview questions should always elicit job-related information relative to the competencies of the position for which the candidate is applying. Questions should be prepared in advance to ensure that all candidates are treated in the same manner. Generally, the same questions should be asked of each candidate. However, follow-up questions may be used to obtain additional or clarifying information in order to assess an individual's specific qualifications for the position.

Interviewing Techniques

All applicants should be allotted the same amount of time for the interview, with time allowed for the applicant to ask questions of the interviewer(s). In all cases, it is a good idea to record notes to eliminate the need to recall key points from memory. It is also helpful to note the date, time, place, and length of the interview. A copy of the interview questions and the name of individual(s) who conducted the interview should be on file. This information is very critical if an Equal Employment Opportunity complaint is filed and such information is requested.

You may ask all candidates to bring writing samples, such as reports, publications, or technical articles to the interview. Asking applicants to take a writing or other work sample test at the time of interview must be documented upfront in the vacancy announcement. You should work with your servicing HR specialist to ensure any work samples and simulations (e.g., writing test, proofreading test, presentation) follow OPM's assessment decision guidance and do not create disparate impact for any of your applicants.

Reference Checks

Reference checking is a vital part of a successful hiring strategy and is primarily used to:

- Verify information provided by the candidate
- Better predict the candidate's on-the-job success
- Gain additional knowledge (e.g., candidate's abilities)

Reference checking aims to verify the information a candidate provided and can provide a perspective from an outside party. This supports developing a more comprehensive picture to the hiring manager of how the candidate would perform on the job.

Additional information on reference checks can be found here.

Communicating with Selected Candidate

Communication with the selected candidate is critical and should occur throughout the hiring process. Early communication will help engage the applicant/selectee to ensure continued interest in the position, agency, and/or bureau. Communication shows interest from the agency, provides helpful information to the applicant/selectee as to where they are in the process, and clarifies next steps.

There are several touch points identified under the Application Notification Procedures section. Some of these touch points occur automatically through DOI's hiring system, USA Staffing. The human resources specialist is responsible for notifications through the final offer letter.

Once a specialist has presented the applicant with a tentative offer, additional communication will occur regarding next steps in the hiring process. This includes requesting any additional background information that must be gathered or completed before a final offer is extended. During this time, the hiring official should maintain communication with the selectee to answer any questions and ensure they are moving through the onboarding process smoothly (e.g., fingerprinting, badging, computer, phone, and workspace setup). The HR specialist, security team specialist, hiring official, and information systems specialist will work together in order to onboard each new hire. Each bureau may develop their own unique communication and engagement strategy for this period. It is important to have a structured notification process, so the selectee feels welcomed and informed.

Best Practice: Hiring Manager keeps in touch with both HR and the selected candidate and follows up if there are questions on the necessary pre-employment processes, i.e., challenges completing the background investigation process.

Onboarding

Onboarding is not only the induction of a new employee into an organization but the dynamic process of ensuring new employees have the knowledge, skills, and organizational awareness to become committed, effective members of the agency. Successful onboarding is crucial to engaging employees from their first day on the job and aiding in employee engagement and retention. Successful onboarding programs often include a variety of interventions and contacts with new employees beyond their first day, (e.g., orientation sessions, new employee surveys, mentoring programs, and participation in cohorts).

To ensure the success of onboarding, the following resource tool is available to provide sample checklists and additional information for Hiring Managers and new employees. https://www.doi.gov/pmb/hr/onboarding-exiting.

The New Employee Onboarding Checklist includes tasks to complete at multiple phases of onboarding as a new employee along with key links and contacts for additional assistance. Some of the highlights include federal benefits, human resources, bargaining unit positions, and detailed instruction on how to use the checklist to ensure a successful transition. New Employee Onboarding Checklist (351.1 KB). *Note: Always remember to check with your individual bureau for local procedures.*

Supervisors have an inherent and important role to ensure new employees successfully transition to the organization. Supervisors should use the Supervisor Checklist for Onboarding New Employees as they assist their new team members onboard. It provides a five-part breakout of the actions that should be taken Before the First Day, The First Day, The First Week, The First Month, and the First 90 Days. Supervisor Checklist for Onboarding New Employees (270.52 KB) *Note: Check with your servicing HR office for additional onboarding guidance.*

Appendix: Time-to-Hire (T2H)

Hiring Manager's Pre-Recruitment Request Checklist

Below is a checklist to support managers during the pre-recruitment process. Communication between managers and their servicing human resources office (SHRO) is vital to success of the overall hiring process.

Review Your Strategic Workforce Plan

Identify the Hiring Timeline:

- When does the job need to be filled?
- If a job announcement is needed, how long will the job announcement be open? Should the closing date be based on the number of applications received (usually done where there is an expectation of a large quantity of qualified applicants)?
- How much lead time is required to complete the hiring process and get the employee on board?
- When does the recruitment package need to be submitted to get an employee on board by the desired fill date?

Review the Position Description & Validate the Position:

- Does a vacancy exist?
- Is it a full-time, part-time, temporary, or term position?
- Is it a new or existing position?
- If new, has the position been approved at all appropriate levels?
- Is this position covered by a bargaining unit and/or local merit promotion instruction or implementing guidance?
- Does the position require a new or revised position description? Once written, is the position description accurate? Does it need to be classified?
- Ensure the position description is ready when the recruitment package is ready.

Assess Strategic Workforce Plan:

- Is the position included in a Strategic Work Force Plan?
- Should this position be filled at the full performance level or is it better to fill at the entry level with promotion potential?
- What are the skills and competencies needed to perform the duties of this position?

Identify Your Talent Requirements

Identify Recruitment Options and Strategy:

- In keeping with the competencies needed for this position, what applicant sources would be most useful?

Sources may range from internal DOI employees or current federal employees, to students from colleges/universities, wounded warriors, veterans, people with disabilities, military/civilian spouses or family members, individuals from OPM standing registers or any other candidate source. Keep in mind that the choice of recruitment source will affect how quickly the vacancy is filled.

Consider the Labor Market

Identify Recruiting or Compensation Incentives for Quality Candidates:

- Is this a hard-to-fill position based on position requirements or location?
- What might attract candidates to the job?
- What are competitors doing to attract candidates?
- Can the competitors' salary offer be matched? If not, what nonmonetary options can be offered that are available to current employees in the organization? (e.g., alternative work schedule, telework, etc.)

Determine Incentive Availability:

- Is the organization ready to offer special incentives or flexibilities to attract candidates?
- Incentives may include student loan repayment, the 3 R's – Recruitment, Relocation and Retention Incentives, Paid Permanent Change of Station (PCS), etc.
- Is funding approval needed?

Plan Candidate Evaluation Strategy:

- What, if any, are the organization's policy/requirements on interviewing candidates?
- Will interviews be conducted by a panel? If so, who will be the panel members?
- What questions will be asked during the interview?
- What criteria will be used to assess responses to interview questions?
- What types of interviews will be conducted? (e.g., behavioral-based)

Confirm Recruitment Request

Initiate the Recruitment Request:

- Has the recruitment request been initiated and are all of the appropriate documents attached?

- Consult with the SHRO on the recruitment request form and required documents.

Hiring Process with Time-To-Hire Metrics			
Action * green = connects to T2H Measurement	**Corresponding T2H Measurement Date and Definition**	**Roles and Responsibilities**	**# of days to complete**
Validate Hiring Need	**Hiring Need Validated Date** is the date a position is ready for executing the staffing action. This field should be completed to reflect the date that is one (1) day prior to the hiring manager's submission of the hiring request within the talent acquisition system(s), if left blank it will auto-populate to two (2) days prior to the approval of the request. There should be no more than two (2) days between the Hiring Need Validated Date and the approval date of the request.	**Manager** validates hiring after coordinating with leadership, budget, HR and any other bureau specific processes, including workforce planning documents identified under workforce planning in OPM end-to-end hiring (e.g. position descriptions, job analysis) and receiving all required approvals to announce and hire into a vacancy.	1
Request Personnel Action	**Request Personnel Action Date** is the date that the complete hiring action request is received by the servicing HR office.	**Manager** submits hiring action request via SF-52 or other official request (follow bureau guidance on specific form/process for submission). All required approvals, as defined in the Hiring Need Validation step must be accomplished prior to submission of the hiring action request.	1
Review Positions Description		**HR** reviews the PD submitted in the recruitment package. **Manager** verifies that the PD is still applicable and discusses position with HR.	1
Job Analysis and Assessment Strategy		**HR** and **Manager** confirm the recruitment strategy, by reviewing the job analysis, assessment(s), qualifications (specialized experience and selective placement factors), other requirements, and conditions of employment. **HR** and **Manager** confirm what needs to be	5

		in the job opportunity announcement (JOA).	
Create/Post JOA	**Announcement Open Date** is the calendar date the announcement opened.	**HR** creates JOA, and once approved by Manager, posts it to USAJOBS.	2
Receive Applications and Notify Applicants		**HR** reviews applicants that applied to the JOA during the open period and sends out notifications of receipt. Length of open period will vary.	10
Close JOA	**Announcement Close Date** is the calendar date the announcement closed.	JOA is closed on USAJOBs (**HR**)	1
Evaluate Applicants		**HR** reviews applications to determine applicant's eligibility and qualifications.	15
Issue Certificate and Notify Eligibles	**Certificate Issue Date** is the date that the applicant list was issued as a certificate to the selecting official. If there are multiple certificates issued on different dates, use the date that corresponds to the certificate from which the candidate was selected.	**HR** issues certificate(s) of qualified candidates to manager and sends out notifications to applicants of qualification determinations and referral.	1
Selection Process	**Certificate Review Returned Date** is the earliest date the certificate review was completed by the selecting official (reviewer) and returned to HR.	**Manager** reviews applications of qualified candidates. Manager sets up interviews (contacts candidates, arranges for panel members if applicable), conducts reference checks, and notifies HR of selection.	15
Tentative Job Offer/Acceptance	**Tentative Offer Accepted Date** is the date the tentative offer was accepted by the selectee.	**HR** makes the tentative job offer to the selectee. If selectee accepts, he/she is provided with information on pre-employment process and must return documents to start the pre-employment process. HR reviews and confirms completion of documents.	3
Receive Completed eQIP	**Initiate Suitability Review Date** is the date PERSEC receives certification that the candidate completed e-QIP.	(**Personnel Security**) Selectee starts the pre-employment process. They must schedule an appointment with a Credentialing Center to have their fingerprints electronically	10

		taken. Results from the fingerprint check must be cleared. Selectee must complete and submit their background investigation questionnaire (eQIP). Selectee must submit all other required documents to HR (pre-employment forms, copy of driver's license, driving record, official transcripts, etc.) This timeframe may vary depending on the selectee completing the pre-employment process.	
Official Offer/Acceptance	**Receive Suitability Review Date** is the date PERSEC completes preliminary suitability review and schedules investigation with DCSA.	**HR** sends out the official job offer for the selectee to accept or decline (occurs after the selectee has completed the pre-employment process and manager and HR have discussed and finalized the EOD date).	1
EOD	**Entry on Duty (EOD) Date** is the actual appointment effective date of a selectee into the new position for which selected.	The selectee starts their employment on their EOD date (which may differ from their report date).	14

On-site Recruitment (Common Hiring Flexibility)

Some common misconceptions in the recruitment process include the role of the hiring manager in actively engaging in strategic recruitment for their open positions.

Managers are permitted and encouraged to actively recruit for their open positions. Public notice, or simply posting a job announcement, is not a substitute for more focused recruiting. Strategic recruitment focuses your resources in areas most likely to yield results and does not violate merit system principles. Hiring managers can invite individuals to apply for job openings.

When filling Pathways positions, agencies can accept applications at career fairs or other on campus recruiting events. This is referred to as on-site recruitment. An HR specialist must be present to accept applications at a career fair. It is required that the agency develop a plan outlining the process for accepting applications and the roles and responsibilities prior to on-site recruitment.

These opportunities must be posted on USAJOBS and agencies must also provide alternative methods of applying for those candidates who are unable to attend the career fair or event.

Guidelines for Collecting Applications at an On-Site Recruiting Event

- Post an advertisement that publicizes the event on USAJOBS to meet public notice requirements as outlined in 5 CFR 362.203(a)
- Make the event open to the public and part of an overall recruitment strategy
- Provide instructions on how candidates can apply if they are unable to attend the event
- Have HR practitioners and hiring managers on-site to assess applications, conduct interviews, and make selections

Benefits of On-Site Recruitment

- Helps to maintain relationships with talent pool/partners
- Helps increase diversity pool of candidates
- Reduces the recruitment timeline and selection process
- Establishes a strategic recruitment strategy based on workforce planning for filling Pathways positions
- Conducts strategic recruitment with a variety of talent sources to build a pipeline of qualified applicants from all segments of society
- Recruits from a diverse spectrum of campuses or schools prior to announcing and filling jobs through the Pathways Program

On-Site Recruitment Best Practices

- When conducting onsite application acceptance, agencies must ensure the venue they are visiting is open to anyone who can attend – not just students of the school or conference participants where the event is taking place
- Agencies must provide an adequate alternative means of applying and any additional information about the opportunity that would be helpful to a potential applicant who is unable to attend the on-campus event
- To the extent practicable, agencies are encouraged to conduct outreach events to make students and recent graduates aware of the USAJOBS website and encourage them to apply for positions when they become available

If you are interested in learning more about on-site hiring under the Pathways Program or targeted recruitment efforts, contact your HR practitioner.

Appendix: Shared Certificates

Shared Certificates Process Map

Sharing Certificates Within DOI Draft Proc

Shared Certificate Information – Background on Inter-agency and Intra-agency sharing

Requirements for the 'Original Hiring Organization'

An organization may share a competitive certificate it has issued under §332.402 (for traditional rating and ranking) or under 5 CFR 337.303 (for category rating) with one or more organizations filling position(s) if the following criteria are met.

- The original hiring organization intends to use the certificate for its own hiring;
- The original hiring organization has provided notice within the job opportunity announcement for the original vacancy that the resulting list of eligible candidates may be used by one or more hiring organizations;
- The original hiring organizations objections to eligibles or requests to pass over preference eligibles on the certificate under § 332.406 or § 337.304 have been resolved by that agency's Delegated Examining Unit;
- The original hiring organization has either made a selection from the certificate or has made no selection from the certificate, and has documented its reason for non-selection; and
- The Delegated Examining Unit of the original hiring organization has closed and audited the certificate in accordance with the procedures in the Delegated Examining Operations Handbook (DEOH).

When sharing a certificate of eligibles, the original hiring organization must share all documentation pertaining to the creation of that certificate, including but not limited to the job analysis, testing and examination materials, the job opportunity announcement, and applications, as relevant, and must safeguard any personally identifiable information not needed for effective use of the certificate by the receiving organization.

Requirements for the 'Receiving Organization'

Vacancies That May Be Filled: A receiving organization may use a shared certificate to fill a vacancy in the same occupational series, at the same grade level, with the same full performance level, and in the same duty location as was listed on the original certificate. If the original certificate is for an interdisciplinary position as described in the Delegated Examining Operations Handbook (DEOH), the receiving organization may use it to fill an interdisciplinary position. The receiving organization must verify through its job analysis that the minimum qualification

requirements (including use of any selective placement factors) and the competencies, or knowledge, skills, and abilities, used for the original position are appropriate for the additional position.

Notification to Individuals Who Applied to The Original Vacancy: Before using a shared certificate, a receiving organization must notify the list of candidates of its receipt of their names and application materials and its intention of considering them for a position. At a minimum, the notification must include the agency organization, position title, series, grade level or equivalent, and duty location.

Consideration of Internal Candidates: Before making a selection from a shared certificate, a receiving organization must provide notice of its intent to fill the available position(s) to its own employees and other individuals the organization is required to consider, to provide these internal candidates the opportunity to apply and to review the qualifications of the internal candidates.

This notice and opportunity for internal candidates to apply is subject to applicable collective bargaining obligations (to the extent consistent with law). Nothing in this paragraph affects agencies' rights to fill a position from any appropriate source under §§ 330.102 and 335.103.

- Agencies are prohibited from providing an application period any longer than 10 days for internal candidates. This time limit cannot be waived or extended.
- Before considering other candidates, a receiving agency must first provide for the consideration for selection required for individuals covered under its Career Transition Assistance Program and its Reemployment Priority List.
- After considering internal candidates, a receiving agency may consider candidates referred on the shared certificate.
- The receiving agency must consider candidates on a shared certificate independently of the actions of any other agency with which the certificate is simultaneously shared.
- The receiving agency may not reassess the applicants for purposes of rating/ranking.

Time Limit on Selection from a Shared Certificate: The receiving agency has 240 days from the date the certificate was issued (in the original hiring agency) to select individuals from the shared certificate.

Limit on Further Sharing by the Receiving Agency: The receiving agency may not share or distribute the shared certificate to another federal agency.

Roles and Responsibilities

DOI Office of Human Capital:

- Develop Department-wide policy and guidance regarding the shared certificates program consistent with OPM policies and guidance, and all applicable federal laws and regulations
- Provide program oversight through human capital evaluation program/accountability reviews

Bureau Human Resource Offices:

- Comply with this guidance and assist servicing human resource offices (SHRO) with implementing shared certificates
- Provide operational oversight and evaluation of shared certificate execution within bureau SHROs
- Encourage use of shared certificates and assist SHROs in the coordination with other bureaus

Originating Servicing Human Resource Offices (SHRO):

- Clear appropriate priority placement programs (CTAP/SSP, ICTAP, RPL, PRL) at initial announcement
- Ensure announcement contains language notifying applicants that their applications may be shared
- Share certificates with interested SHROs, including all case file documentation
- Conduct quality review of selection(s) prior to sharing a certificate
- Manage case files through audit close out

Receiving SHRO:

- Verify through job analysis that the minimum qualification requirements (including use of any selective placement factors) and the competencies, or knowledge, skills and abilities, that were used for the original position are appropriate for their internal position to be filled
- Make selections within thirty (30) calendar days of the date the certificate was issued by the originating SHRO (Note: This may be extended up to 240 calendar days by the originating SHRO only)
- Re-clear appropriate priority placement programs (CTAP/SSP, ICTAP, RPL, PRL) after 120 calendar days of original announcement (Note: DOI CTAP lists should be cleared prior to each hire)
- Send notification within seven calendar days to the originating SHRO when selections are made
- Conduct quality review of selection(s) prior to tentative job offer
- Provide selection package(s) after job offer to the originating SHRO, including all case file documentation sufficient for third party reconstruction
- Notify the originating SHRO within seven calendar days if a selected candidate declines an offer, or if a selected candidate does not onboard with DOI
- Notify the originating SHRO within seven calendar days when no further selections will be made.

Requirements

SHROs must adhere to the requirements in this section when filling competitive service positions and excepted service positions through a certificate of eligible candidates under this guidance, regardless of hiring authority used.

<u>The following language must be included in each JOA with a shared certificate opportunity:</u>

> "Notification to Applicants: Applicants who apply under this job opportunity announcement agree to have their application, associated documents and applicable personal information shared with other Bureaus/Offices within the Department of the Interior (DOI) who have vacancies with the same occupational series, grade, full performance level and in the same geographic location(s). Applying to this announcement does not replace the need to apply to other job opportunity announcements for which you wish to receive consideration."

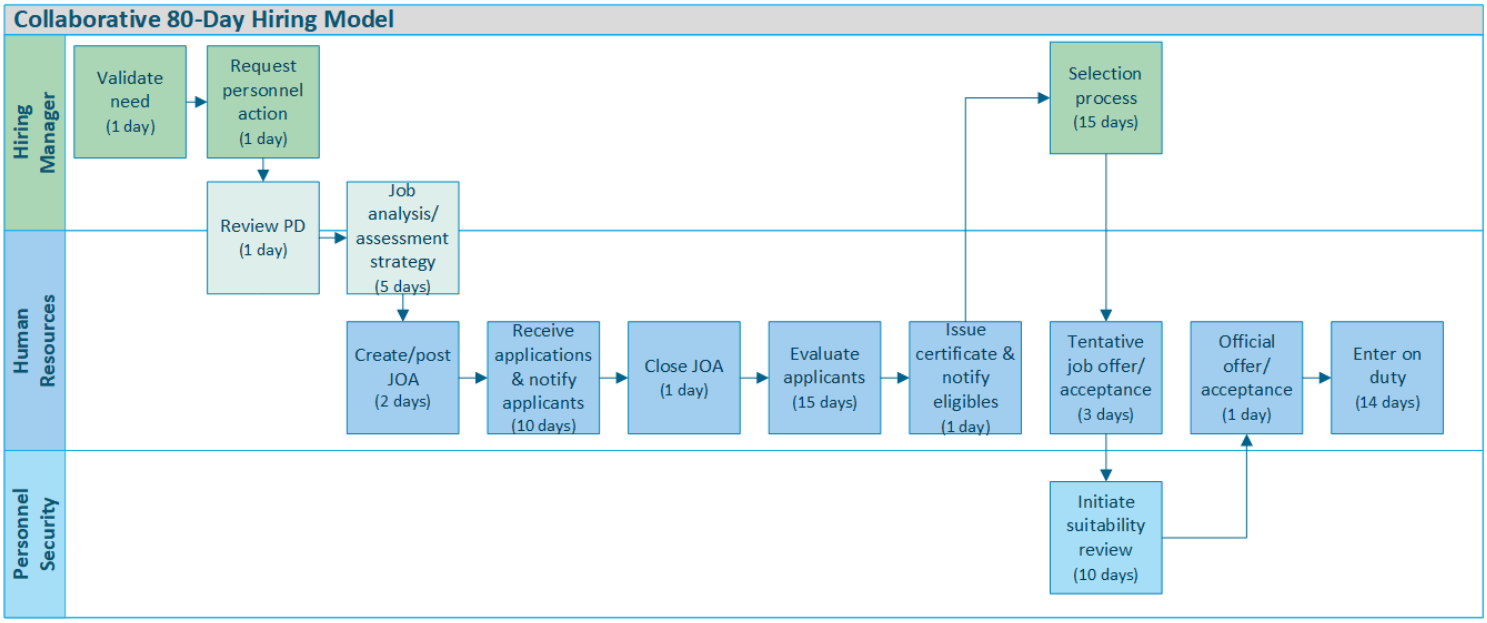
In addition to above, the following requirements must be met in order to make a selection(s) from a shared certificate:

- The JOA must be open to DOI-wide or broader area of consideration.
- The certificate must be active.
- The position must be in the same series, grade level, and full performance level (FPL).
- The position type must be the same (e.g., permanent, temporary, term).
- The position has the same work schedule (full-time, part-time, seasonal, etc.) but does not have to have the same tour of duty.
- The position must have the same selective factors, if applicable.
- The position must have the same testing requirements.
- The major duties of the position are the same or similar.
- The position must have comparable specialized experience requirements.
- The position must have comparable knowledge, skills, and abilities as reflected in the job analysis and assessment questions.
- The position must be within the same duty location(s), as announced.
    - The Metropolitan area of Washington, DC is defined as the District of Columbia; Alexandria, Fairfax, and Falls Church Cities, VA.; Arlington, Fairfax, Loudoun, and Prince William Counties, VA.; and Charles, Montgomery, and Prince Georges Counties, MD (5 CFR §210.102). ii. For all other areas, duty location is defined as the local commuting area (i.e., the geographic area that is usually considered one area for employment purposes; any population center (or two or more neighboring ones) and surrounding localities in which employees live and can be reasonably expected to travel back and forth daily to their place of employment (5 CFR §351.203 and HHS Instruction 330-2, CTAP).
- If the announcement was for an inter-disciplinary position, the position filled from the shared certificate must also be inter-disciplinary of the same series/grade combinations.
- If the announcement explicitly states that an incentive or flexibility (e.g., Student Loan Repayment, Creditable Service for Annual Leave Accrual) will not be offered, then that incentive may not be offered to any selectee from the announcement.
- Any job requirements or flexibilities ***must*** be listed in the announcement if they may be required/offered. This includes financial disclosure reporting, inclusion in a bargaining unit, an increased security clearance or background investigation, Emergency Tier designation, paid relocation, required travel, atypical tour of duty (e.g., early mornings, night hours, weekends, split schedules), drug testing/screening, or any other job

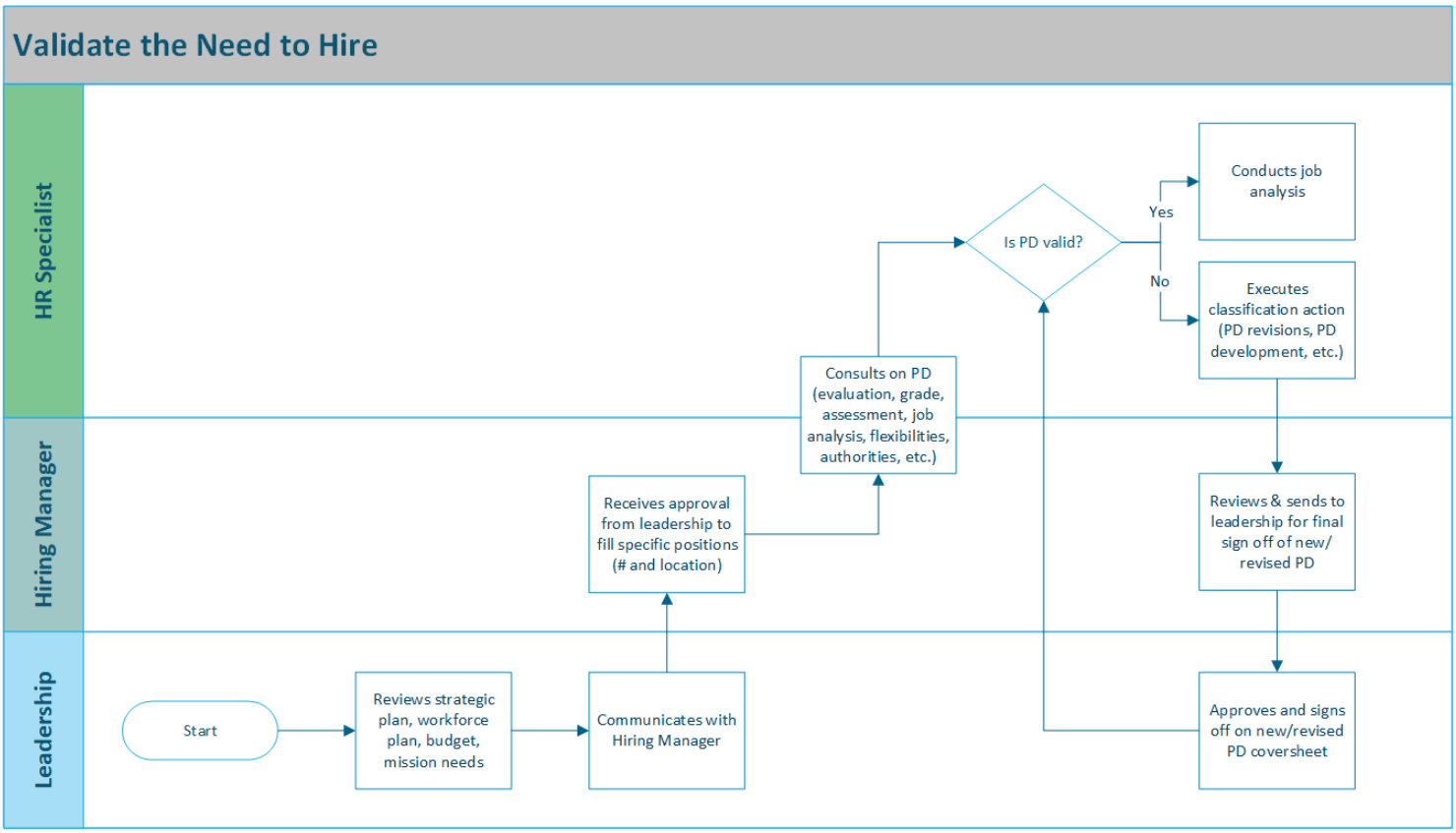
requirement or flexibility that differs from the requirements or flexibilities in the original announcement.

- Certificates covered under this guidance are open for 120 days, with no exceptions. SHROs should make certificates available for sharing no later than thirty calendar days from the certificate issuance date.
- SHROs may use a shared certificate that meets the requirements in this guidance to fill positions via a non-competitive appointment, specifically transfers from another federal agency, reinstatement, or reemployed annuitant. (5 CFR §315, Subpart E, is followed to determine tenure and acquisition of competitive status upon transfer.) When a shared certificate is open for greater than 120 days, the receiving SHRO must re-clear CTAP, ICTAP, and RPL before filling a position via a non-competitive appointment.
- Receiving SHROs may not object to an applicant's qualifications or eligibility unless the applicant provides new documentation or information that contradicts or conflicts with the original rating. Receiving SHROs are required to notify the originating SHRO to provide the new documentation or information. The originating SHRO will then make the determination on the appropriate course of action based on the new documentation or information.
- Candidates will remain referred for consideration while the certificate is open for 120 calendar days provided they are still eligible, unless the candidate requests to withdraw from continued consideration. This is to ensure applicants have the ability to compete for all vacant positions that may be filled through the JOA.
- Veterans preference will be administered to every selection made under delegated examining procedures. The originating SHRO adjudicates all veteran objections in coordination with the receiving SHRO. The receiving SHRO is responsible for providing a complete package with all supporting documentation for requests of objections. Passover requests are initiated by the receiving SHRO and forwarded to the originating SHRO for concurrence and submission to OPM through the DOI Office of Human Resources.

Collaborative 80-Day Hiring Model



Validate the Need to Hire



Appendix: Websites for Reference

- Assessment & Selection Decision Guide: https://www.opm.gov/policy-data-oversight/assessment-and-selection/referencematerials/assessmentdecisionguide.pdf
- Classification & Qualifications Overview: https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/#url=Overview
- Code of Federal Regulations 250 Subpart B: https://ecfr.federalregister.gov/current/title-5/chapter-I/subchapter-B/part-250
- Delegated Examining Operations Handbook: https://www.opm.gov/policy-data-oversight/hiring-information/competitive-hiring/deo_handbook.pdf
- Department of Interior Time-to-Hire (T2H) Metrics: https://www.doi.gov/sites/doi.gov/files/elips/documents/personnel-bulletin-20-09-time-to-hire-reporting-requirements-508.pdf
- Diversity and Inclusion: https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/
- DOI Hiring At-A-Glance Guide (DOI to provide link)
- DOI QuickTime: https://www.doi.gov/ibc/services/human-resources/quicktime
- DOI Talent: https://doitalent.ibc.doi.gov/
- DOI Telework: https://www.doi.gov/telework/policies
- Experts and Consultants: https://www.opm.gov/policy-data-oversight/pay-leave/pay-administration/fact-sheets/expert-and-consultant-pay/
- FedScope: https://www.fedscope.opm.gov/
- FEDSHIREVETS – Job Seekers: https://www.fedshirevets.gov/job-seekers/
- Hiring - End-To-End: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/reference/end-to-end-hiring-initiative.pdf
- Hiring Authorities – Appointing Authorities: https://www.opm.gov/policy-data-oversight/hiring-information/hiring-authorities/
- Hiring Elements End-to-End Roadmap: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/hiringelements.pdf

- Hiring Excellence Myth Busters: https://www.opm.gov/policy-data-oversight/hiring-information/hiring-excellence/tools-resources/hiring-excellence-mythbusters.pdf

- Hiring Flexibilities and Authorities: https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/humanresourcesflexibilitiesauthorities.pdf

- Hiring Process Analysis Tool: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/hiring-process-analysis-tool/

- Hiring Reform Overview: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/#url=Overview

- https://www.chcoc.gov/content/institutionalizing-hiring-excellence-achieve-mission-outcomes

- Human Capital Management Hiring Reform: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/hiring-process-analysis-tool/validate-the-need-against-the-workforce-staffing-and-recruiting-plans/

- Interviewing Tips for Success: https://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/interviewing_tips_selecting_official.pdf

- Job Analysis: https://www.opm.gov/policy-data-oversight/assessment-and-selection/job-analysis/

- Onboarding Checklist for Supervisors: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/sample-supervisor-checklist.pdf

- Pathways Programs Handbook: https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/reference-materials/pathways-programs-handbook.pdf

- Policy, Data, Oversight Human Capital Management: https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/#url=Overview

- Presidential Memo – Federal Recruitment & Hiring Improvement 2011: https://obamawhitehouse.archives.gov/the-press-office/presidential-memorandum-improving-federal-recruitment-and-hiring-process

- Press Release/Updated Time–to-Hire Guidance: https://www.opm.gov/news/releases/2020/02/opm-issues-updated-time-to-hire-guidance/>

- Recruitment Incentives Fact Sheet: https://www.opm.gov/policy-data-oversight/pay-leave/recruitment-relocation-retention-incentives/#url=Fact-Sheets

- Reference Checking: https://prd-wret.s3.us-west-2.amazonaws.com/assets/palladium/production/atoms/files/referencechecking.pdf

- Students & Pathways Programs Chart: https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/reference-materials/pathways-programs-flexibilities-chart-internship-program.pdf

- Students & Recent Graduates Hiring: https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates

- Students & Recent Graduates Overview: https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates?page=1#url=Overview

- Students & Recent Graduates, Pathways, Presidential Management Fellows (PMF): https://www.opm.gov/about-us/careers-at-opm/students-recent-graduates/

- The New Inclusion Quotient (IQ) Video: https://www.youtube.com/watch?v=xXU2czYzfbI

- Time-to-Hire Reporting Requirements: https://www.chcoc.gov/content/time-hire-reporting-requirements-1

- USA Staffing: https://www.opm.gov/services-for-agencies/technology-systems/usa-staffing/

- Workforce Recruitment Program: https://www.wrp.gov/wrp

Appendix: Acronym List

ACWA	Administrative Careers With America
AIS	Automated Information Systems
CHCO	Chief Human Capital Officer
CTAP	Career Transition Assistance Program
DCSA	Defense Counterintelligence and Security Agency
DEO	Departmental Ethics Office
DEOH	Delegated Examining Operations Handbook
DEU	Delegated Examaning Unit
DHA	Direct Hire Authority
DOI	Department of the Interior
E2E	End-to-End
EEO	Equal Employment Opportunity
EOD	Entrance on Duty
eOPF	Electronic Official Personnel Folder
EPAP	Employee Performance Appraisal Plan
e-QIP	Electronic Questionnaires for Investigations Processing
FEGLI	Federal Employees Group Life Insurance
FEVS	Federal Employee Viewpoint Survey
FISSA	Federal Information Systems Security Awareness
FPL	Full Performance Level
FPPS	Federal Personnel Payroll System
FSA	Flexible Spending Accounts
FTE	Full-Time Equivalent
GAO	Government Accountability Office
GOV	Government Owned Vehicle
GS	General Schedule
HR	Human Resources
HRIS	Human Resource Information Systems

ICTAP	Interagency Career Transition Assistance Program
IDP	Individual Development Plan
IT	Information Technology
JHA	Job Hazard Analyses
JOA	Job Opportunity Announcement
KASOC	Knowledge, Skills, Abilities, Other Capabilities
KPI	Key Performance indicators
KSA	Knowledge, Skills, Abilities
LTC	Long Term Care
MP	Merit Promotion
NCTC	National Training Conservation Center
NOAC	Nature of Action Code
OHC	Office of Human Capital
OMB	Office of Budget Management
OPM	Office of Personnel Management
PB	Personnel Bulletin
PD	Position Description
PERSEC	Personnel Security
PIV	Personal Identity Verification
PMF	Presidential Management Fellows
POC	Point of Contact
PPP	Priority Placement Program
PRL	Priority Reemployment List
RPA	Request for personnel Action
RPL	Reemployment Priority List
SHRO	Servicing Human Resource Offices
SME	Subject Matter Expert
SOPs	Standard Operating Procedures
SPD	Standard Position Descriptions
SSP	Sole Survivorship Preference
T2T	Time-to-Hire
TSP	Thrift Savings Plan
VetGuide	Veterans Guide
VPN	Virtual Private Network
VRA	Veterans Recruitment Appointment

Appendix: Human Resources Information Systems (HRIS)

Federal Personnel and Payroll System (FPPS)

The Federal Personnel and Payroll System (FPPS) is a comprehensive personnel and payroll system utilized by DOI. FPPS generates the full lifecycle of personnel and payroll transactions enabling agencies to maintain records electronically. The system's table-driven features allow for responsiveness and flexibility in implementing new programs, laws, and regulations. The fact that personnel and payroll data is integrated into one database eliminates the need for resource-intensive reconciliations between multiple systems. This critical data source provides employee records such as the employee unique identifier (EID or Social Security number), name, gender, date of birth, residence, position, department, cost center specifications, termination date, etc.

Oracle Business Intelligence Enterprise Edition (OBIEE): OBIEE reporting tool that is synced with the Federal Personnel and Payroll System (FPPS) and can be used for gathering employee data and metrics, such as employee location, age, gender, education level, performance rating, occupational series and grade, work schedule, type of appointment (permanent, term, seasonal, etc.). This data is available as far back as 1998 and can be used to provide information on employment trends such as accession and separation rates.

Time and Attendance Systems

A time and attendance input system (i.e. Quicktime, WebTA) can be configured for employee time and attendance data entry or traditional timekeeper data entry. It features sign in/sign out capabilities, electronic leave and extra hours request, electronic certification and default schedules, comprehensive online editing, immediate error correction capabilities for error reduction, electronic submission and transfer, and audit/timestamp tracking. The system also features reporting and auditing tools that can be used to pull information on data such as overtime expenses and absence rates, which may aid in staffing decisions such as staff workload, performance, or morale.

Talent Acquisition – USA Staffing

USA Staffing is a web-enabled system that automates recruitment, assessment, referral, and applicant notification processes, while meeting the requirements of the Federal Government's personnel laws and regulations. USAStaffing is the federal government's primary talent acquisition system and provides real-time reporting on the recruiting process, such as applicant flow, and provides accurate data and metrics on an agency's time-to-hire.

DOI Talent - Learning & Performance Management

DOI Talent is the enterprise-wide talent management system that offers thousands of training opportunities for DOI employees, contractors and volunteers. The training offerings in DOI Talent consist of a large catalog of bureau hosted in-person and online training as well as over 6000 "off the shelf" online courses supplied by the Skill Soft vendor. DOI Talent contains accurate user data, due to automated integration with other enterprise systems, including a nightly update

from DOI's personnel system, FPPS. It enhances training delivery options by providing a more robust offering of available training activities to include in the online format. DOI Talent also contains the performance management system (PMS). Basic performance ratings and dates can be gathered from FPPS, however, the PMS includes qualitative review narratives and required forms/fields as well.

Travel System – ConcurGov

Concur provides a set of travel tools for employees and supervisors in many federal organizations. ConcurGov uses SAP (Systems Applications and Products) for data processing to provide visibility and transparency for audit/compliance purposes as well as integration analysis opportunities for assessing government spending on travel.

Federal Employee Viewpoint Survey (FEVS)

The FEVS is an annual survey for employees to provide anonymous feedback on their agency's workplace environment. Data derived from this survey provides agencies and leadership with a clear picture of their employees' job satisfaction and perception of their workplace. It is used to identify what the agency and leadership are doing well and the key areas where improvements can be made. Results are made available at lower levels of organizations allowing managers to see where improvements within their work unit are necessary. The results provide agency leaders insight into areas where improvements have been made, as well as areas where improvements are still needed.

Financial Data - Financial and Business Management System (FBMS)

The Financial and Business Management System (FBMS) integrates and streamlines DOI financial and administrative functions across all bureaus. FBMS supports financial and business management processes into a single solution that eliminates the need for more than 80 DOI bureau-specific systems currently in operation for financials, acquisitions, property, fleet, and travel management, for example.

Appendix: Data Collection & Presentation References

DOI Personnel Bulletin No. 20-09: Specifies the time-to-hire reporting and data requirements and includes six standard measurements. DOI's HR practitioners utilize USA Staffing Cognos reports to extract and analyze this data.

OPM Time-to-Hire Requirements: Specifies that, (1) time-to-hire data should be collected and reported for all hires, not just those hires where a job opportunity announcement was posted on USAJOBS; and (2) agencies will now report time-to-hire from the time the manager validates the need, until the tentative offer is accepted and until entrance on duty (EOD). There are many standard operating procedures (SOPs) available to support DOI HR practitioners and hiring managers that provide systematic instructions for compiling pertinent personnel information.

Time-to-Hire Reporting Instructions: Published in December 2019, this SOP provides instructions to agencies on how to track and report the time it takes to recruit and hire for mission-critical and commonly filled positions. Agencies are required to compile this information and report their results to OPM annually.

FedScope: OPM's Fedscope provides gederal government agencies, the media, and the general public with an online tool to easily access OPM's Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM) most popular statistical information on the federal civilian workforce, such as employment and diversity trends.

USGS Workforce Planning Toolkit: This toolkit is designed to provide a step-by-step process for developing a long-term workforce plan and details key data elements that can aid planning for future staffing needs and addressing workforce gaps. See USGS Standard Workforce Data Elements for Center and Office level Workforce Plans.

OPM End to End Hiring Initiative: Describes how to integrate and streamline the components of federal hiring-workforce planning, recruitment, hiring process, security and suitability and orientation-and establishes government-wide measures for the effectiveness of federal hiring. The end-to-end hiring roadmap is designed to transform competitive hiring for external applicants into a strategic relationship between hiring managers and human capital officials that enables agencies to attract, hire and retain top talent. Periodic and consistent review and analyzation of T2H data should result in identification of areas that need improvement.

DOI Personnel Bulletin No. 20-08: Audience: New and departing DOI employees - Employee Experience Data Collection Process for Entry, Pulse and Exit Surveys were developed as a tool for DOI to accurately assess employees' experiences throughout their careers with the agency. Information such as an employee's reason(s) for leaving or an employee's onboarding experience, can inform process improvements in the hiring process and identify possible issues in the workplace.

Chief Human Capital Officers Manager Satisfaction Survey: Audience: Hiring officials - Provides valuable information to your agency that will be used to make process improvements to the hiring process. The data that that is provided by managers and supervisors responsible for hiring is instrumental in not only determining hiring reform success but also government wide success. All federal managers are encouraged to complete the Manager Satisfaction Survey for each hire. The survey takes less than five minutes to complete and gives an opportunity to provide feedback directly to agency decision makers.

OPM Hiring Excellence-Collaboration: Servicing HR practitioners, in collaboration with hiring managers, should conduct regular recurring meetings to discuss current and future position classification and/or recruitment needs. The purpose of the consultations is to ensure that the recruitment needs of the respective programs are met in a timely and efficient manner. When hiring managers and HR practitioners engage in collaboration during the hiring process, they improve their hiring outcomes.

DOI Career Connection (DCC): DCC was developed to provide employees with opportunities to develop new skills and broaden their experience by participating in short-term projects, details, and lateral reassignments, while also assisting hiring managers and HR specialist in quickly filling workforce gaps in their bureaus or offices.

Appendix: Hiring 101 Guide Working Group

DOI Project Sponsors

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DOI Co-Project Managers

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