



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

SAMR

07 SEP 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Hiring Reform Mandatory Performance Objective

1. References:

a. White House Press Release, Subject; Improving the Federal Recruitment and Hiring Process, dated May 11, 2010.

b. Office of the Under Secretary of Defense memorandum, Subject: Hiring Reform Mandatory Performance Objective, dated November 01, 2010.

2. On May 11, 2010, the President issued a memorandum, Subject: Improving the Federal Recruitment and Hiring Process, which requires Federal managers and supervisors with hiring authority to be held accountable for recruiting and selecting highly-qualified employees. To ensure compliance with this Presidential directive, the Acting Deputy Under Secretary of Defense for Civilian Personnel Policy established mandatory departmental requirements (enclosure) for evaluating hiring managers/supervisors and Human Resources (HR) supervisors responsible for hiring activities.

3. To comply with the aforementioned Presidential directive and DoD requirement, effective immediately, the following performance language must be incorporated into existing performance standards of managers/supervisors and HR supervisors responsible for hiring activities:

a. For managers/supervisors: "Effectively attract/recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals: ensure successful transition/retention into Federal Service by providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period. Identify current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Act responsibly and timely on all hiring decisions."

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b. For HR Supervisors involved in the hiring process: "Provide leadership and support in successfully implementing the initiatives outlined in the President's Hiring Reform."

4. The White House memorandum (Encl 1), subject: Improving the Federal Recruitment and Hiring Process, dated May 11, 2010 serves as the basis for greater focus on the recruitment and hiring process. The Department of Defense (DoD) guidance entitled Mapping the DoD Hiring Process to the Office of Personnel Management (OPM) Hiring Roadmap (Encl 2) delineates responsibilities and timelines for various steps of the recruitment process. This tool should be instrumental in assisting to improve the way you recruit highly qualified individuals to Federal employment and in successfully achieving performance expectations of the hiring reform mandatory performance objective(s).

5. The Hiring Manager's Checklist (Encl 3) serves as a guide to assist you through the hiring process. The checklist serves as general guidelines for actions to be considered throughout the process.

6. This guidance is specifically applicable to employee covered by Title 5. However, the guidance may be administratively adopted by other personnel systems. Point of contact for information related to the Performance Management System is Ms. Constance B. Ray at (703) 695-5149 or email at constance.ray@us.army.mil.



THOMAS R. LAMONT
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Encls

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THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

May 11, 2010

May 11, 2010

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Improving the Federal Recruitment and Hiring Process

To deliver the quality services and results the American people expect and deserve, the Federal Government must recruit and hire highly qualified employees, and public service should be a career of choice for the most talented Americans. Yet the complexity and inefficiency of today's Federal hiring process deters many highly qualified individuals from seeking and obtaining jobs in the Federal Government.

I therefore call on executive departments and agencies (agencies) to overhaul the way they recruit and hire our civilian workforce. Americans must be able to apply for Federal jobs through a commonsense hiring process and agencies must be able to select high-quality candidates efficiently and quickly. Moreover, agency managers and supervisors must assume a leadership role in recruiting and selecting employees from all segments of our society. Human resource offices must provide critical support for these efforts. The ability of agencies to perform their missions effectively and efficiently depends on a talented and engaged workforce, and we must reform our hiring system to further strengthen that workforce.

By the authority vested in me as President by the Constitution and the laws of the United States, including section 3301 of title 5, United States Code, I hereby direct the following:

Section 1. Directions to Agencies. Agency heads shall take the following actions no later than November 1, 2010:

(a) consistent with merit system principles and other requirements of title 5, United States Code, and subject to guidance to be issued by the Office of Personnel Management (OPM), adopt hiring procedures that:

- (1) eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job;
- (2) allow individuals to apply for Federal employment by submitting resumes and cover letters or completing simple, plain language applications, and assess applicants using valid, reliable tools; and

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(3) provide for selection from among a larger number of qualified applicants by using the "category rating" approach (as authorized by section 3319 of title 5, United States Code), rather than the "rule of 3" approach, under which managers may only select from among the three highest scoring applicants;

(b) require that managers and supervisors with responsibility for hiring are:

(1) more fully involved in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and, when applicable, the interviewing process; and

(2) accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service, beginning with the first performance review cycle starting after November 1, 2010;

(c) provide the OPM and the Office of Management and Budget (OMB) timelines and targets to:

(1) improve the quality and speed of agency hiring by:

(i) reducing substantially the time it takes to hire mission-critical and commonly filled positions;

(ii) measuring the quality and speed of the hiring process; and

(iii) analyzing the causes of agency hiring problems and actions that will be taken to reduce them; and

(2) provide every agency hiring manager training on effective, efficient, and timely ways to recruit and hire well-qualified individuals;

(d) notify individuals applying for Federal employment through USAJOBS, an OPM-approved Federal web-based employment search portal, about the status of their application at key stages of the application process; and

(e) identify a senior official accountable for leading agency implementation of this memorandum.

Sec. 2. Directions to the OPM. The OPM shall take the following actions no later than 90 days after the date of this memorandum:

(a) establish a Government-wide performance review and improvement process for hiring reform actions described in section 1 of this memorandum, including:

(1) a timeline, benchmarks, and indicators of progress;

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(2) a goal-focused, data-driven system for holding agencies accountable for improving the quality and speed of agency hiring, achieving agency hiring reform targets, and satisfying merit system principles and veterans' preference requirements; and

(b) develop a plan to promote diversity in the Federal workforce, consistent with the merit system principle (codified at 5 U.S.C. 2301(b)(1)) that the Federal Government should endeavor to achieve a workforce from all segments of society;

(c) evaluate the Federal Career Intern Program established by Executive Order 13162 of July 6, 2000, provide recommendations concerning the future of that program, and propose a framework for providing effective pathways into the Federal Government for college students and recent college graduates;

(d) provide guidance or propose regulations, as appropriate, to streamline and improve the quality of job announcements for Federal employment to make sure they are easily understood by applicants;

(e) evaluate the effectiveness of shared registers used in filling positions common across multiple agencies and develop a strategy for improving agencies' use of these shared registers for commonly filled Government-wide positions;

(f) develop a plan to increase the capacity of USAJOBS to provide applicants, hiring managers, and human resource professionals with information to improve the recruitment and hiring processes; and

(g) take such further administrative action as appropriate to implement sections 1 and 2 of this memorandum.

Sec. 3. Senior Administration Officials. Agency heads and other senior administration officials visiting university or college campuses on official business are encouraged to discuss career opportunities in the Federal Government with students.

Sec. 4. Reporting. (a) The OPM, in coordination with the OMB and in consultation with other agencies, shall develop a public human resources website to:

(1) track key human resource data, including progress on hiring reform implementation; and

(2) assist senior agency leaders, hiring managers, and human resource professionals with identifying and replicating best practices within the Federal Government for improving new employee quality and the hiring process.

(b) Each agency shall regularly review its key human resource performance and work with the OPM and the OMB to achieve timelines and targets for correcting agency hiring problems.

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(c) The OPM shall submit to the President an annual report on the impact of hiring initiatives set forth in this memorandum, including its recommendations for further improving the Federal Government's hiring process.

Sec. 5. General Provisions. (a) Except as expressly stated herein, nothing in this memorandum shall be construed to impair or otherwise affect:

(1) authority granted by law or Executive Order to an agency, or the head thereof; or

(2) functions of the Director of the OMB relating to budgetary, administrative, or legislative proposals.

(b) This memorandum shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The Director of the OPM, in consultation with the OMB, may grant an exception to any of the requirements set forth in section 1 of this memorandum to an agency that demonstrates that exceptional circumstances prevent it from complying with that requirement.

Sec. 6. Publication. The Director of the OPM is hereby authorized and directed to publish this memorandum in the *Federal Register*.

BARACK OBAMA

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READINESS

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Hiring Reform Mandatory Performance Objective

The purpose of this memorandum is to announce the inclusion of a Fiscal Year 2011 performance requirement for hiring managers/supervisors and Human Resources (HR) supervisors responsible for hiring activities. This memorandum is a complement to the memorandum issued on October 5, 2010, which set forth a similar requirement for senior level personnel, and the Hiring Reform Call to Action memorandum of October 22, 2010, which informed Department leadership of the need to establish hiring reform accountability measures.

The President released a memorandum, "Improving the Federal Recruitment and Hiring Process" on May 11, 2010. The Presidential Memorandum outlined requirements needed to improve the Federal hiring process and attract the most highly-qualified candidates for Federal government positions. The Memorandum required all managers and supervisors with hiring authority be held accountable for recruiting and selecting highly-qualified employees. To ensure compliance with the Presidential Memorandum, the following performance language, or similar language, must be incorporated into existing performance standards of managers/supervisors and HR supervisors responsible for hiring activities:

For managers/supervisors: "Effectively attract/recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals; ensure successful transition/retention into Federal Service by providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period. Identify current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Act responsibly and timely on all hiring decisions."

For HR Supervisors involved in the hiring process: "Provide leadership and support in successfully implementing the initiatives outlined in the President's Hiring Reform."

Hiring reform is key to the Department's readiness. I trust, therefore, that you will continue to lead and support initiatives that drive improvements to the hiring process.

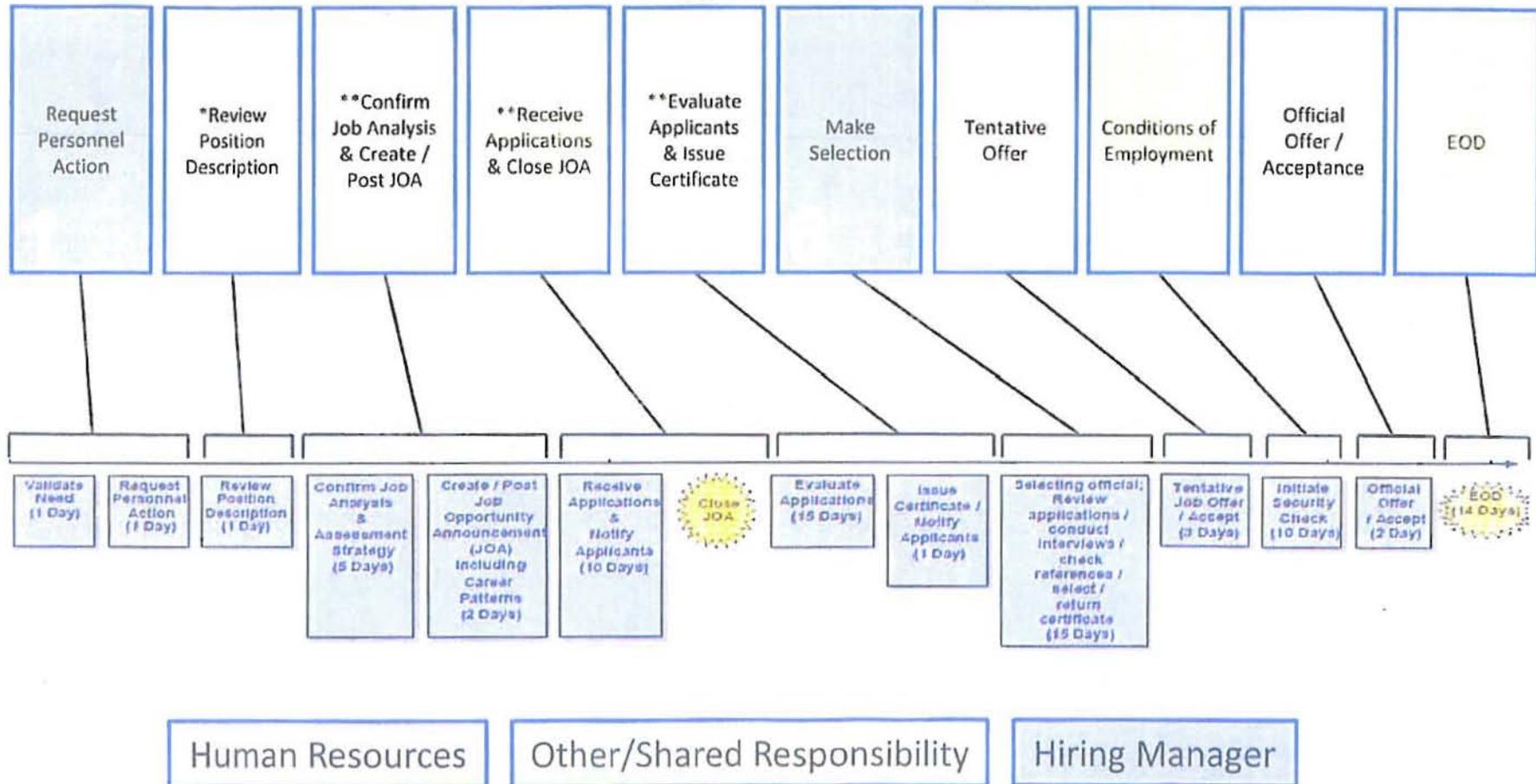

Kathleen A. Ott

Acting Deputy Under Secretary
Civilian Personnel Policy



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Mapping the DoD Hiring Process to the OPM Hiring Roadmap



*Does not include Classification
 **PPP processing occurs in parallel



HIRING MANAGER'S CHECKLIST





OVERVIEW

This checklist, along with your Component's policies, will serve as a guide to aid you through the hiring process. These are general guidelines – not all steps will apply in all cases and not all steps are detailed here. There may be some steps unique to your Component. This checklist is designed to get you thinking about the process: preplanning, approvals, funding and other actions you'll need to take throughout the hiring process. Depending on your experience with civilian hiring in the federal government, the checklist will assist you with thought-provoking questions, aid you in completing your request to hire and prepare you for your conversation with your HR professional. The intent of this checklist is NOT to turn you into an HR specialist; it is to provide you with a better understanding of your role and accountability in the hiring process and to assist you with preplanning actions that will help reduce the overall time to hire. Reaching out to your Human Resources (HR) professional will be vital throughout the process.



The information in the checklist builds upon the information contained in the "Four Key Steps of the Hiring Process" pamphlet, and breaks it down into more detailed steps. Throughout this guide, you'll notice links to tip sheets for more detailed guidance on specific topics. Use this guide to make notes and check off the steps as you proceed through the process for a particular hiring action. This is your working document; you're not required to submit it to anyone or even keep it as a matter of record.



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PHASE I: PLANNING

A. REVIEW YOUR STRATEGIC WORKFORCE PLAN

IDENTIFY THE HIRING TIMELINE

- _____ When does the job need to be filled?
- _____ If an individual job announcement is needed, how long will the job announcement be open?
- _____ How much lead time is required to complete the hiring process and get the employee on board?
- _____ When does the Request for Personnel Action (RPA) 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 new or existing position?
- _____ If new, has the position been approved at all appropriate levels, including a compensation or position management review board if necessary, and is it part of your manning document?
- _____ Is it a centrally managed position?
- _____ Is this position covered by a bargaining unit and/or local merit promotion instruction or implementing guidance?
If so, your recruitment efforts might be impacted; check with your HR professional.
- _____ Does your position require a new or revised position description? Once written, is the position description accurate?
Make sure your position description is ready to go when the RPA is ready.
- _____ Have you reviewed the position sensitivity designation with your HR professional and Security point-of-contact?



A. REVIEW YOUR STRATEGIC WORKFORCE PLAN

ASSESS STRATEGIC WORKFORCE PLAN

- Is the position included in a Strategic Workforce 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?
- Have you considered a proper work force balance for your staff?

Examples: Government, contractor or military staff; entry vs. journey level (full performance); etc.





PHASE I: PLANNING

B. IDENTIFY YOUR TALENT REQUIREMENTS

IDENTIFY RECRUITMENT OPTIONS & STRATEGY



In keeping with the competencies needed for this position, what applicant sources would best meet your needs?

Your sources may range from internal Component employees, DoD 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 your choice of recruitment source will affect how quickly you fill your vacancy.

FOR MORE INFORMATION ON THIS TOPIC SEE

HIRING OPTIONS GUIDE





C. 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 your job?
- _____ What are your competitors doing to attract candidates?
- _____ Can you match your competitors' salary offer?
- _____ If not, what other nonmonetary options can you offer that are also available to current employees in your organization?
Examples: alternative work schedule, telework, etc.

DETERMINE INCENTIVE AVAILABILITY

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

FOR MORE INFORMATION ON THESE TOPICS SEE

HIRING INCENTIVES GUIDE





PHASE I: PLANNING

C. CONSIDER THE LABOR MARKET

PLAN CANDIDATE EVALUATION STRATEGY

- _____ What, if any, are your organization's policy/requirements on interviewing candidates?
- _____ Will you conduct interviews alone or by panel?
- _____ If by panel, who will be the panel members?
- _____ What questions will you ask during the interview?
- _____ What criteria will you use to assess responses to interview questions?
- _____ What types of interviews will be conducted?
Example: Behavioral-based

FOR MORE INFORMATION ON THIS TOPIC SEE

INTERVIEW GUIDELINES





A. CONFIRM RECRUITMENT REQUEST

INITIATE THE RECRUITMENT REQUEST

- Have you initiated the recruitment request and attached all the appropriate documents?
Follow your HR service provider's process for including the appropriate documents, such as position description, etc.





PHASE 2: ATTRACTING THE CANDIDATE

B. CHOOSE THE BEST RECRUITMENT STRATEGY

ATTRACT QUALITY CANDIDATES TO APPLY FOR YOUR VACANCY

- _____ What have you done to help attract quality candidates to apply for your vacancy?
Examples: Email to your professional network, universities, functional websites, professional publications/affiliations, etc.

MARKET THE JOB TO CANDIDATES

- _____ How does your organization stand out from others?
- _____ What programs/benefits does your organization offer?
- _____ Why should job candidates want to work for you?
- _____ What interesting story or significant history can you share about your organization?
- _____ What professional recognition has your organization received?

FINALIZE YOUR HIRING STRATEGY WITH HR

- _____ Are you prepared to discuss the estimated timeline for reaching key milestones in filling your job?
Once HR receives your request for recruitment, they will contact you. This is when your preplanning and preparations pay off.
- _____ Is there a mandatory placement program for your vacancy?
Examples: Reemployment Priority List, and the DoD Priority Placement Program (PPP), etc. Your HR consultant will check all mandatory placement programs and inform you if there are any qualified or mandatory candidates.

FOR MORE INFORMATION ON THIS TOPIC SEE

**PLACEMENT PROGRAMS
TIP SHEET**





C. USE SIMPLIFIED JOB ANNOUNCEMENT

DEVELOP THE JOB OPPORTUNITY ANNOUNCEMENT (JOA)

- _____ Will you use a standard JOA for your recruitment?
- _____ If not, who will be the primary author of the JOA?

Examples: You, the hiring manager, HR or Subject Matter Expert (SME). In most cases HR will be the primary author with your input as an SME. In other cases, either you or another SME may be the primary author. Your HR professional will identify and advise you on the appropriate hiring options and develop the JOA if needed, including any candidate assessment criteria.





PHASE 3: MAKING HIRING DECISIONS

A. DETERMINE SCHEDULE AVAILABILITY

PREPARE TO EVALUATE CANDIDATES

- _____ What will be your methodology of candidate review?
- _____ Have you noted the certificate expiration date and completed your selection prior to that date?
- _____ Have you reviewed any organization policies or bargaining unit requirements for considering and evaluating candidates?

Candidate evaluation is accomplished by efficiently reviewing résumés, interviewing and checking references.

REVIEW RÉSUMÉS

- _____ Have you set aside time for reviewing résumés and conducting interviews?
- _____ If you are using a panel, have you verified panel members' availability for résumé review and interviews (if applicable)?
- _____ Have you determined candidate schedule availability?
- _____ Based on your review of résumés, have you captured any notes or questions that you want to follow up on during the interview process?





B. COMPLETE INTERVIEWS IN A TIMELY MANNER

INTERVIEW CANDIDATES



Will you conduct interviews?

Unless otherwise specified in your organizations' policies, whether to interview or not is your decision. Answer the following Y/N questions to help you decide:

Y / N Do you need to clarify the candidates' credentials or any other essential job requirements?

Y / N Do you need to determine the candidates' competencies that are not readily identified or assessed from reviewing résumés?

Y / N Will your candidates need an opportunity to ask questions about your job vacancy and organization to determine their fit and continued interest?



Have you been mindful that during interviews, candidates are evaluating you and your organization?



Have you ensured that the candidate's experience in the interview is a good one?

Be mindful that quality candidates are looking at many job opportunities; making a timely decision is critical.

FOR MORE INFORMATION ON THIS TOPIC SEE

INTERVIEW GUIDELINES





PHASE 3: MAKING HIRING DECISIONS

B. COMPLETE INTERVIEWS IN A TIMELY MANNER

HIRING MANAGER'S CHECKLIST

REVIEW REFERENCES

Have you reviewed references?

References help you to get the full picture of the candidate's competencies and his or her potential fit for your organization. This step should not be bypassed.

FOR MORE INFORMATION ON THIS TOPIC SEE

REFERENCE CHECKING
GUIDELINES





C. NOTIFY APPROPRIATE OFFICIALS OF YOUR DECISION

MAKE YOUR HIRING DECISION

- To what extent do the individual's skills and experience align with the daily activities and expectations for your job?
- Does the candidate possess key characteristics and work behaviors that fit your organizational environment and culture?
- Have you considered alternate selectees in case your selectee declines or is unable to meet pre-employment requirements?

INFORM SELECTEE

- Have you notified HR once your decision is made?
HR will let you know if you or they will make the tentative job offer per your organization's policy.
- Have you informed your selectee?
Remember, the offer is still referred to as tentative or contingent because there are employment requirements that your HR consultants must first check before making the final job offer.
- Did your selectee decline the offer?
Either move on to your next selection or return the certificate to HR and request to be contacted to discuss your next options.

FOR MORE INFORMATION ON THIS TOPIC SEE

**TENTATIVE JOB OFFER
TIP SHEET**





PHASE 3: MAKING HIRING DECISIONS

C. NOTIFY APPROPRIATE OFFICIALS OF YOUR DECISION

NOTIFY UNSELECTED APPLICANTS



Have you notified the applicants you have contacted but not selected?

This step may be your responsibility as the hiring manager after the candidate has accepted the position or be completed automatically by email once your HR professional has confirmed your selected candidate.



If you are contacting the candidate, will you make a short telephone call, or contact him or her by email or letter?



Have you ended the process on a professional, friendly note?

Notifying applicants sends a positive message about your professionalism.





A. PLAN FOR A SUCCESSFUL DAY ONE

PREPARE FOR NEW ARRIVAL

- _____ Did you stay in touch with the new employee from the time the tentative job offer was extended and accepted through the conditions of employment to the time the final job offer was accepted as a commitment to join your staff?
- _____ If your selectee declines the final job offer or does not successfully complete the pre-employment process, have you discussed your options with your HR professional?
- _____ Have you arranged for the setup of the selectee's work desk and other equipment (examples: computer, telephone, etc.) he or she may need prior to his or her first day?
- _____ Have you coordinated a welcome packet, welcome letter or compiled other organizational information?
- _____ Have you taken a moment to add a personal note to the packet?





PHASE 4: SHAPING EARLY EXPERIENCES

B. CULTIVATE A POSITIVE EXPERIENCE

COMPLETE ON THE FIRST DAY

- _____ Have you introduced your new hire to your organization?
- _____ Have you made sure the employee receives a tour of the building, the office and essential facilities?
- _____ Have you provided a staff contact list for the new employee?
- _____ Have you facilitated networking opportunities for them with individuals across your organization?
- _____ Have you made your new hire feel comfortable?
Example: "It's very important to me that you feel comfortable in your new job. If you have any questions, don't hesitate to come to me and ask."
- _____ Have you considered placing a welcome note on the new employee's desk?

COMPLETE WITHIN THE FIRST WEEK

- _____ Have you provided your new hire with a clear explanation of their first assignment?
- _____ Have you introduced key stakeholders, senior leaders, co-workers and other managers to the new employee?
- _____ Have you connected your new employee with your HR representative for the formal Oath of Office, completion of paperwork and security requirements and explanation of benefits and agency policies?
- _____ Have you provided information about the organization, including the organization chart, and gone over everyday aspects of the job?
- _____ Have you considered planning a lunch with the new hire and co-workers?
- _____ Have you checked in with the new employee to see how he or she has settled into the office?



COMPLETE WITHIN THE FIRST 90 DAYS

- Have you ensured your new hire clearly understands his or her performance objectives and how he or she links to the mission of your organization?
- Have you ensured he or she understands how he or she will be measured?
- Have you provided early informal reviews to put your new hire on track with feedback he or she can use to optimize his or her performance?

COMPLETE WITHIN THE SIX MONTHS

- Have you provided employee with performance feedback on a regular basis (after the first 90 days) in a supportive manner, applauding good work and progress and addressing any “problems”?

Employees benefit from knowing they are on the right path in aligning their work effort to the organization's mission.





PHASE 4: SHAPING EARLY EXPERIENCES

C. STAY INFORMED AND INVOLVED

KEEP AN OPEN DOOR

- Have you discussed early experiences with the new employee and offered to answer questions?

What you do during the first few months of your new hires' employment is critical to integrating them into your organization and maximizing their productivity.

MAINTAIN RECORDKEEPING

- Have you kept all notes taken during the hiring process?

Keep copies of your notes used to evaluate the candidates, rank the candidates, review records and conduct your interviews for a minimum of two years from the new hire's start date in case of a third-party review.

