



PLANNING YOUR RECRUITMENT

ROLES AND RESPONSIBILITIES GUIDE

Under the 2010 Hiring Reform Initiative, agencies have been directed to ensure 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.

This is a significantly different approach to hiring for some managers and supervisors. For others, the reform requirements are more of an evolution than a revolution. Hiring managers directly affect the ability to carry out the mission of their organization through their hiring decisions. These hiring reforms are meant to spotlight the importance of managers' involvement in all aspects of the hiring process to ensure their ability to carry out their mission.

This document provides information on the roles of hiring managers and human resources specialists and the responsibilities these parties share in ensuring a well-qualified workforce.

THE ROLE OF HIRING MANAGERS

1. Develop a Plan for Hiring

- Assess your hiring needs as part of the workforce planning phase instead of simply reacting when a vacancy occurs
- Review current job analysis information, position descriptions, and assessment tools related to the positions you expect to fill
- 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

2. 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- Initiate updates to outdated and inaccurate job information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 your staff, particularly high performing staff, are encouraged to participate in the job analysis process
- Review lists of tasks and competencies for completeness and accuracy

3. 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
- Share knowledge about likely sources of the best candidates
- 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

4. Participate in the Development and Review of Applicant Evaluation Questionnaires

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

5. 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
- 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
- Keep interview materials secure

6. Evaluate Outcomes

- Did the applicants referred for further consideration possess the technical competencies and experience needed for the position?
- Were you able to make a selection from the certificate? If not, why?
- Were you able to make a quality hire (i.e., would you hire the person again?)
- Do you have any suggestions for how the recruitment, assessment, and/or hiring processes could be improved next time?

7. 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 security office for any required background investigation and ID badge issuance
- Plan for a successful first day
- Cultivate a positive experience as a new HHS employee
 - Explain job responsibilities
 - Answer questions
 - Develop a performance plan
 - Provide meaningful assignments
 - Give your new employee timely and constructive feedback
 - Solicit feedback from your new employee and make appropriate adjustments.

THE ROLE OF HR SPECIALISTS

1. Provide HR Consultant 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

2. 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

3. Develop Job Opportunity Announcement

- Draft job opportunity announcement 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 requirement for position, if applicable
- Consult with hiring manager on any modifications that are desired and finalize job opportunity announcement

4. Evaluate Applicants

- Provide for 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

5. 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

6. 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

7. Conduct New Employee Orientation

- For new employees, provide 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)

