

Department of Health and Human Services
Assistant Secretary for Administration

OFFICE OF HUMAN RESOURCES

**ACCELERATED
HIRING PROCESS
HANDBOOK**

Atlanta and Bethesda Client Services Centers

November 2010

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HIRING MODEL TIMELINES AND STANDARDS

1. **Timelines and Standards**. The Accelerated Hiring Process (AHP) has been developed to provide a well-defined, transparent process through strategic partnerships with hiring officials and servicing HR specialists. Timelines and standards have been developed, i.e., service level agreements, for various phases of the recruitment process. These timelines and standards provide recruitment goals for meeting the Office of Personnel Management (OPM) established average hiring requirements. The accelerated hiring targets are possible through:
 - a. Program and human resources joint responsibility for a consistent process;
 - b. Pre-recruitment consultations; and
 - c. Accurate tracking and reporting mechanisms.

The benefits of the AHP include increased productivity in accomplishing program mission; reduction in re-work; reduction in hiring time; and enhanced quality of candidates with the usage of subject matter experts and in the development and utilization of better job analysis criteria and assessment questions.

2. **Key Performance Indicators (KPI's)**. The HHS Client Services Center's (CSC) performance and progress towards its organizational goals is measured and evaluated by several HHS key performance indicators (KPI's). KPI's have been developed to include all human resource (HR) steps within the end-to-end hiring process [i.e., classification, job announcement, certificates issued, job offer]. CSC tracks progress and provides monthly monitoring reports by OpDIV on the progress of meeting the KPI's. [Attachment A, Timeframes and Evaluations](#), provides a [summary of the timelines for standard operations, timelines for filling positions](#), a copy of the [Hiring Timeline and Agreement](#), as well as a sample of the [KPI monthly reports](#).

PRE-RECRUITMENT STEPS

1. **Pre-Recruitment Consultation Meeting between Hiring Officials and HR**. Establishing strategic partnerships between hiring officials and HR specialists is key to the success of the hiring process. Servicing HR professionals, in collaboration with program managers, will establish and conduct regular recurring meetings (referred to as Pre-Recruitment Consultations) to discuss current and future position classification and/or recruitment needs. The purpose of the pre-recruitment consultations is to ensure that the recruitment needs of the respective programs are met in a timely and efficient manner. This will be accomplished through strategic planning and partnerships between human resources and program management officials. The pre-consultation meetings will be an opportunity to discuss options and the best methods to be utilized to achieve desired results in a timely manner. The overall objectives of these meetings are to:

- a. Reduce the steps in the hiring process;
- b. Discuss strategic recruitment efforts and options;
- c. Ensure recruitment packages are complete and accurate prior to submission to the servicing HR professional;
- d. Reduce/eliminate re-work, cancellation, and late actions; and
- e. Promote and encourage HR/customer partnerships.

During these collaborative meetings, a checklist will be completed on all upcoming actions. Together, program officials and HR professionals will work on completing the necessary paperwork and required documents so that personnel actions move quickly through the process. These meetings have proven to streamline the overall hiring process and to ensure joint accountability for all phases of the hiring process. [Attachment B, Guiding Principles: Pre-Recruitment Consultation Meetings](#), provides a copy of the Guiding Principles for Pre-Recruitment Consultation Meetings.

2. **Hiring Flexibilities**. Management officials are encouraged to utilize all available hiring flexibilities. These flexibilities, which oftentimes reduce the hiring process and possibly eliminate the need to announce or go through a lengthy recruitment process, will be discussed during the pre-consultation meetings. Some hiring flexibilities include Veterans' Readjustment Appointments, Disabled Veterans' Appointing Authority, Direct Hire Authority for Medical Officers and other specified occupations, intern programs (e.g., Federal Career Intern Program (FCIP), Presidential Management Fellows (PMF), etc.) and other authorities. Some available hiring flexibilities can be found at: http://opm.gov/Strategic_Management_of_Human_Capital/fhrc/default.asp.
3. **Hiring Timeline and Agreement**. A [hiring timeline agreement](#) will be generated for all recruitment actions submitted to HR. The agreement will be provided to hiring officials and respective program managers, if applicable, after official job requisitions are submitted through the automated HR system. The timelines to fill positions can fluctuate based on the hiring manager's decision on filling a position (e.g., length of open period for receipt of applications, etc.). This hiring timeline and agreement will calculate target dates for each phase of the classification and recruitment process for each individual recruitment action in accordance with established KPI's. These "contracts" are developed to ensure that hiring officials and HR are working together to develop a transparent process that will streamline and identify how long each phase of the recruitment process will take for each individual action, and to track and keep all parties abreast of each other's responsibilities.
4. **Pre-Recruitment Consultation Worksheet**. The Pre-Recruitment Consultation Worksheet provides information for all types of personnel actions. This worksheet serves as a checklist for hiring officials on the documentation required for various types of actions and is completed at the pre-recruitment consultation meetings between the HR staff and hiring officials. Refer to [Attachment C, Pre-Recruitment Consultation Worksheet \(Checklist for Personnel Actions\)](#).
5. **Pre-Recruitment Consultation Decision Table**. A Decision Table has been developed providing overall guidance to hiring officials in determining whether or

not a formal or informal consultation is required with the servicing HR specialist. See [Attachment D](#) for a copy of the Decision Table – Type of Action.

RECRUITMENT PACKAGE

1. Each hiring official will be required to submit a complete recruitment package to the servicing HR professional. The servicing HR professional will also assist hiring officials with this information during the pre-consultation meetings.
2. Each recruitment package should be submitted electronically to a central mailbox that has been established for each servicing HR team. The package will consist of the following documents:
 - a. **Electronic Personnel Requisition Request**. The hiring organization is required to submit requisitions electronically through the Enterprise Human Resources Program (EHRP)/Capital HR automated system. In the past, some organizations have not been doing this electronically but instead have submitted paper or email requests. [This] slows down the overall process and does not allow the appropriate tracking of actions. The use of EHRP/Capital HR provides for immediate transmission to the servicing HR team and the ability to track actions through the system.
 - i. A *job requisition request (JR)* is for recruitment actions for vacant positions and will be accompanied by a requisition number.
 - ii. A *personnel action request (PAR)* is a “named action” that does not require formal recruitment. Named actions have a specific employee identified for the requested action. For example, a named action may be a request for a career ladder promotion, reassignment, change in duty station, name change, change in work schedule, change in hours of duty, etc.
 - b. **Pre-Recruitment Consultation Worksheet**. Completion of this form is mandatory when initiating a personnel action. A form should be completed for each individual requisition. [See [Attachment C](#) for a sample of this form].
 - c. **Job Analysis Matrix**.
 - i. The Job Analysis Matrix is required to document the job when the position will be announced. Standard announcement templates have been developed to coincide with several series that require standard position descriptions (SPDs). Because there are a number of grade levels within each series, 121 individual templates have been developed that are available for use. These templates were developed based on the SPD and include major duty statements, the specialized experience requirements, and the job analyses for each specific grade level within each of those series. These templates were developed with the assistance of subject matter experts (SMEs).

- ii. Since SPDs are written for application agency-wide, the announcement templates allow for programs to include specific specialized experience statements required for their positions, such as additional position-specific questions and other related information.
 - iii. These templates are accessible electronically through the Internet but may only be accessed by client organizations because of the confidential information regarding specific vacancies and to ensure a fair and equitable recruitment process. The servicing HR specialist will work closely with hiring officials and/or designated representatives in this process. An information sheet and sample screen shot of one of the Public Health Advisor, GS-0685-13 templates are provided at [Attachment E, Standard Announcement Templates.](#)
- d. **Position Description**. A position description must be submitted for each action. Standardized position descriptions (SPDs) have been created for many of HHS' most common and critical occupations. [Attachment F](#) provides a Standard Position Description Fact Sheet. The use of these SPDs is mandatory. Program specific information can be captured in specialized experience requirements and in performance plans. The benefits of their use include:
- i. Saves managers time in writing position descriptions.
 - ii. Facilitates classification consistency.
 - iii. Allows flexibility and meets the requirements of changing needs in the program area.
 - iv. Expedites the classification and recruitment process.

If an SPD does not already exist for a series/grade, then program officials may submit an *established* position description or a *new draft* position description that clearly describes the duties and responsibilities for the position for which recruitment is requested. The table provided below summarizes the type of position description that should be submitted.

Questions about classification should be discussed with the servicing HR professional during the pre-consultation meeting to ensure that timelines can be established upfront with hiring officials.

IF	AND	THEN	OF-8 REQUIRED
SPD is available		It is mandatory for use – discuss with your HR servicing specialist during the pre-consultation meeting	YES – signed by the appropriate management official
SPD is not available	There is an established and classified PD	Discuss with your HR servicing	NO (mgmt and HR spec must re-certify on the existing OF-8 as to

IF	AND	THEN	OF-8 REQUIRED
	dated within the last 5 years that accurately describes the duties/responsibilities of the position	specialist during the pre-consultation meeting	accuracy and validity for use)
SPD is not available	There is not an existing, established PD that matches the position requirement	Management must draft a new position description that clearly describes the duties and responsibilities AND discuss with the servicing HR specialist during the pre-consultation meeting	YES – signed by the appropriate management official

NOTE: The [OF-8, Position Description](#), is the official cover sheet for position descriptions. The first line supervisor must sign the OF-8, which provides official certification that the position is an accurate reflection of the duties and responsibilities required of the position and that it is necessary in performing the overall mission and objectives of the organization. The servicing HR specialist's signature indicates that the position is appropriately classified as to title, series, grade and pay plan.

RECRUITMENT PROCESS

1. **Personnel Requisition Acceptance Policy.** Your servicing HR team will not accept actions that do not have all the [required documents](#). An incomplete package will delay the recruitment process and cause unnecessary work on both the hiring officials as well as the HR staff. The pre-consultation meetings should prevent this from occurring.
2. **Up-front Work.** Once a hiring official has established a position, then good records should be maintained and include copies of the position description, job analysis, and perhaps a copy of the vacancy announcement, interview process, and performance plans. The position criteria could change slightly over time; however, once this documentation is put into place, the process should not be a burden for the hiring official or the HR staff. Maintaining good records not only allows for a more timely recruitment process, but also provides management officials with the tools they need as a supervisor to adequately keep track of their past, current, and future needs.

3. **Use of Subject Matter Experts (SMEs)**. An SME is someone recognized as possessing a mastery-level of knowledge and skill on a particular subject area. SME's play an integral role in the hiring process and the HR staff welcomes and encourages the involvement of SMEs and strongly believes that hiring efforts are vastly improved through their use. SMEs are used in the hiring process to:
 - a. Assist with development of vacancy announcements;
 - b. Identify job-related candidate assessment tools (e.g., assessment questionnaire and rating criteria); and
 - c. Assist in rating applications.

While the use of an SME is not mandatory, it has been found that using SME's shortens the recruitment timeline and improves the quality of certificates. Selecting officials must identify SME's in advance. (NOTE: If an SME is not used, the HR specialist will complete the review and move forward with producing the certificate of eligibles when the vacancy closes).

4. **Vacancy Announcement Review**. Some customers like to review the vacancy announcement before it is actually posted to ensure that it meets overall expectations and needs. If hiring officials choose to exercise this review, they will be provided, by email, the vacancy announcement in advance of the opening date, with a required two-day turnaround. If comments and/or edits are not received within the two-day turnaround period, the announcement will be released and posted and will not be retracted for minor edits or changes.
5. **Vacancy Announcement Open Period**. Hiring officials, in consultation with the servicing HR specialist, will decide on the appropriate opening period for vacancy announcements. This is typically decided during the pre-consultation process. The open period can be as few as five calendar days and up to 30 calendar days, depending on the pool of availability and quality of candidates. The open period is also subject to meeting the conditions of any local governing bargaining unit agreements and merit promotion plans. Typically, any position announced externally through delegated examining procedures must be open a minimum of five business days versus calendar days.
6. **Thirty-Day Time Limit on all Certificates of Eligibles**.
 - a. Once a position closes, applicants are qualified, rated and ranked, and hiring officials will receive a Certificate of Eligibles. These certificates will be valid for 30 calendar days. [Attachment G](#) provides a Fact Sheet for Time-Limited Certificates.
 - b. Selecting officials need to be prepared for the selection process. Prior to the issuance of certificates any interview/rating panels should be established, calendars confirmed with panel members, consultation meetings set with servicing HR specialists, etc. These upfront actions ensure timely selections are made from the certificates within this 30-day period.
 - c. Wet signatures are required. Selecting officials must print a hard copy of the certificate, annotate the certificate as appropriate (A-selected; NS-non select; D-declined; or W-withdrew), sign and return it to the servicing HR specialist.

- d. If the certificate(s) will not be used, the program must provide justification for the reason for not using the certificate(s).
 - e. Extenuating circumstances that cause delays and warrant time extensions will only be considered on a case-by-case basis. The request for extensions must be initiated and completed prior to the original expiration date of the certificate. Proposed extensions will require approval by the Director of the organizational unit holding the certificate. If approved by the Director, justification will be provided to the CSC Director [or designated representative] for final decision. As a reminder, an expired certificate or a cancelled certificate from a hiring official invokes the 90-day rule which is that the selecting official must wait 90 days from the closing date of the announcement to re-announce the vacancy if he/she decides not to choose an applicant from the Certificate of Eligibles.
7. **Job Offers**. Once hiring officials have returned the Certificate of Eligibles identifying a selection, the servicing HR specialist will contact the selected individual and extend a formal job offer. Formal job offers may only be made by servicing HR professionals. The job offer will be completed in no more than three workdays from receipt of the selection certificate.

RESOLVING ISSUES AND CONCERNS

We recommend that program officials try to resolve issues with the hiring process at the lowest possible level. However, if the desired answer or response is not received, please contact the supervisor or team lead over the assigned servicing unit. If program officials are not satisfied at this level, then please elevate your concern to the Client Services Center's director or deputy director. We are here to provide necessary support, guidance, and direction while striving to provide the best possible customer service.

ATTACHMENTS

Attachment A: Timeframes and Evaluations

Attachment B Guiding Principles for Pre-Recruitment Consultation Meetings

Attachment C: Pre-Recruitment Consultation Worksheet [Checklist for Personnel
Actions]

Attachment D: Decision Table – Type of Action

Attachment E: Standard Announcement Templates

Attachment F: Standard Position Description – Fact Sheet

Attachment G: Fact Sheet for Time-Limited Certificates

ATTACHMENT A - TIMEFRAMES AND EVALUATIONS

Timelines for Standard Operations:

The HHS Client Service Center (CSC) will operate by processing actions and being evaluated based on the Office of Personnel Management and HHS key performance indicators (KPI). The KPIs are as follows:

Classification (Routine) from receipt of action in CSC	4 Days	90%
Classification (Non-Routine) from receipt of action in CSC	15 Days	90%
Vacancy Announcements posted from classification date.	10 Days	90%
Issuing Certs - Single grade, series, location, area of consideration	10 Days	90%
Issuing Certs - Multiple grades, series, locations and areas of consideration	15 Days	90%
Job Offer - Initial	3 Days	90%
Benefits - Retirement Processing NonPeak	8 Days	90%
Benefits - Retirement Processing Peak	15 Days	90%
Processing - Actions Processed	Eff Date	90%
Processing - Corrections Required	No Error	<2%
% Time Job Req to Initial Offer	75 Days	90%
% Time Job Req to Entering of Duty (EOD)	90 Days	90%

The highlighted KPI's are those jointly accountable between the program and CSC. Hiring officials, liaisons and HR professionals must work collaboratively to accomplish the action by the timeframes provided. Some examples of program participation include:

Classification: Programs will utilize Standard Position Descriptions (SPD's) as the normal operation. If there is a need for a non-routine PD, the required documentation and information will be provided in a timely manner during the pre-consultation phase.

Vacancy Announcements: Programs will provide the required documentation (i.e., specialized experience, job analysis, and etc). The HR professionals will provide the draft announcement based on this information. Program will review the draft within two workdays.

Issuing Certificates: Programs will provide subject matter experts (SME's) in a timely manner to provide input to reviewing applicant credentials.

Time from Job Requisition to Initial Offer/EOD: This includes the total process, including the selection and interview process that is totally the program's responsibility.

Timelines for Filling Positions:

The timelines to fill positions can fluctuate based on the hiring manager's decision on filling a position. The decisions will include the type of PD, number of job series, grade range (i.e., 12/13), locations, and area of consideration (i.e., OpDiv Only, HHS-wide, Government-wide, general public, etc). The period of time of basically filling a position,

not including the varying advertised timelines, ranges from 57 to 73 days. The chart below depicts the various choices a hiring official can make.

	Std PD / Single Gr / Loc/Series/AOC	Std PD / Multiple Gr / Loc/Series/AOC	Non-Std PD / Single Gr / Loc/Series/AOC	Non-Std PD / Multi Gr / Loc/Series/AOC
Classification	4	4	15	15
Develop and Post Announcement	10	10	10	10
<i>(announcement posting time not counted)</i>				
Rank and Issue Certificate	10	15	10	15
Program Interview/Selection*	30	30	30	30
Initial Job Offer	3	3	3	3
Total Days	57	62	68	73
<i>*Selection Time %</i>	53%	48%	44%	41%

*Variable time

* Program has the option of not interviewing; may reduce to 10 days

A Hiring Timeline and Agreement was developed to track and keep all parties abreast of each other's responsibilities. The agreement is signed by each team member to ensure individuals are accountable for their portion of the process. A sample agreement is provided below:

Create a New Hiring Timeline Agreement

AHRC & CDC Program Hiring Timeline and Agreement

Job Requisition Number: Date AHRC Receives Job Requisition:

Position title, series, grade(s): Version: 1

CIO: Division:

* If you need to change the Division, you must first re-select the CIO
After changing the division and pressing the Update this case button, press the Refresh button so your selected division appears above.

Is a Standard PD being used? Yes - Standard PD, 4 days No - Non Standard PD, 15 days

Will this requisition recruit using multiple grades? Yes - multiple grades, 15 days No - single grade only, 10 days

Will this requisition recruit using multiple locations? Yes - multiple locations, 15 days No - single location only, 10 days

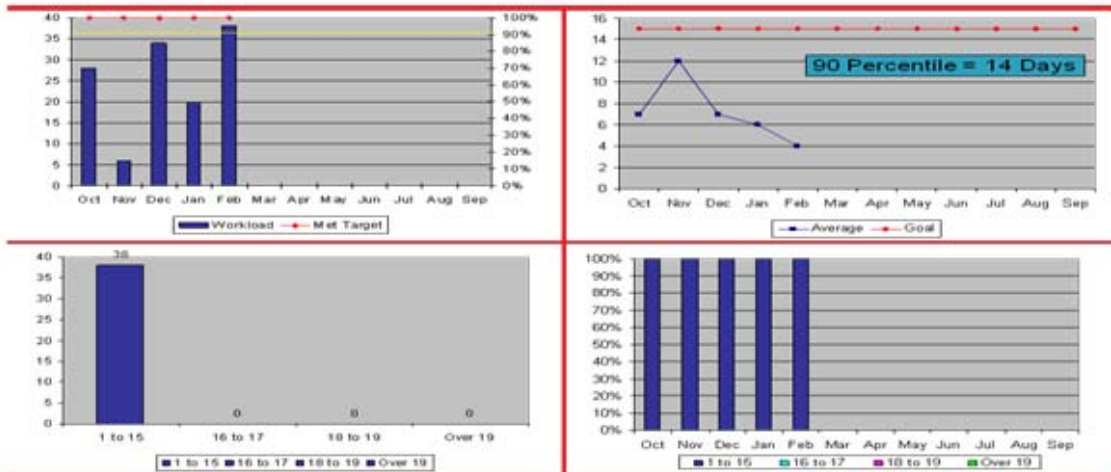
Will this requisition recruit using multiple areas of consideration? Yes - multiple areas of consideration, 15 days No - single area of consideration only, 10 days

How many calendar days will the vacancy be open?

	TARGET COMPLETION DATE	ACTUAL DATE	REMARKS
CLASSIFICATION:			
Position Description processed:	<input type="text"/>	<input type="text"/>	<input type="text"/>
<small>Selecting official's signature below certifies the duties and responsibilities are accurate and the position is necessary to carry out government functions for which I am responsible.)</small>			
STAFFING/PROGRAM:			
Draft announcement forwarded to program for review:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Program reviews the draft announcement and returns to AHRC to finalize:	<input type="text"/>	<input type="text"/>	<input type="text"/>
<small>If not returned, the assumption is no change and vacancy will be posted.</small>			
Vacancy Announcement Open:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Vacancy Announcement Close:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Subject Matter Expert (SME) Analysis:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Certificate Issued to Manager:	<input type="text"/>	<input type="text"/>	<input type="text"/>
PROGRAM:			
Reviews applicants referred for consideration.			
Conducts interviews by review panel and manager.			
Checks references for selectees.			
Delivers signed certificate with selection(s) to AHRC.	<input type="text"/>	<input type="text"/>	<input type="text"/>
STAFFING/PROGRAM:			
AHRC makes initial job offer(s)	<input type="text"/>	<input type="text"/>	<input type="text"/>
AHRC and Program complete negotiations (salary and initial employment requirements such as entering of duty date, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
AHRC makes final job offer and completes processing the action	<input type="text"/>	<input type="text"/>	<input type="text"/>
Entrance on Duty Date	<input type="text"/>	<input type="text"/>	<input type="text"/>
SIGNATURES:			
AHRC Classification Specialist user ID <input type="text"/>	Name <input type="text"/>	Date: <input type="text" value="3/19/2010"/>	
AHRC Staffing Specialist user ID <input type="text"/>	Name <input type="text"/>	Date: <input type="text" value="3/19/2010"/>	
Selecting Official user ID <input type="text"/>	Name <input type="text"/>	Date: <input type="text" value="3/19/2010"/>	
ADDITIONAL CONTACTS (optional):			
1. User ID <input type="text"/>	Name <input type="text"/>		
2. User ID <input type="text"/>	Name <input type="text"/>		
3. User ID <input type="text"/>	Name <input type="text"/>		

CSC is implementing monthly monitoring of process on meeting the key performance indicators (KPIs). The following type of reports, by OpDiv, will be provided to ensure that all team members can assess the progress. It is imperative for everyone to work as partners to make this hiring process successful.

Key Performance Indicator	CM FY2010			
	Goal	Target	Actual	Progress
OPM Metrics - Non-SES Hire	45 Days	80%	84%	2%
OPM Metrics - Notification of Applicants	45 Days	80%	81%	-12%
Classification Routine	4 Days	90%	100%	4%
Classification Non-Routine	15 Days	90%	100%	No Change
Vacancy Announcements	10 Days	90%	97%	No Change
Issuing Certs - Single	10 Days	90%	100%	No Change
Issuing Certs - Multiple	15 Days	90%	99%	-1%
Job Offer - Initial	3 Days	90%	95%	1%
Benefits - Retirement Processing NonPeak	8 Days	90%	87%	N/A
Benefits - Retirement Processing Peak	15 Days	90%	100%	No Change
Processing - Actions Processed	Eff Date	90%	99%	11%
Processing - Corrections Required	No Error	<2%	0.7%	4.5%
% Time Job Req to Initial Offer	75 Days	90%	96%	No Change
% Time Job Req to EOD	90 Days	90%	100%	5%
Speed to Offer # Days	60 Days	90%	36	-8



Remarks:

ATTACHMENT B - Guiding Principles: Pre-Recruitment Consultation Meetings

I. Purpose:

The purpose of pre-recruitment consultations is to ensure that the recruitment needs of the respective programs are met in a timely and efficient manner. This will be accomplished through strategic planning and partnerships between human resources, program administrative/business services and program management officials.

II. Roles and Responsibilities:

A. Program

1. Selecting Official/Designee:

- Contact hiring officials and/or designated representatives and discuss short-term and long-term recruitment needs/goals
- Participate in pre-recruitment consultations, when required, to discuss non-routine/unusual recruitment needs

2. Program Administrative/Business Services Representative(s):

- Coordinate and establish routine/regular meetings with the Client Services Center servicing HR staff
- Serve as personnel liaison between management and human resources
- Serve as first point of contact to management
- Complete Pre-Recruitment Consultation Worksheet based on selecting official's input
- Assist management with identifying recruitment needs
- In collaboration with the Client Services Center servicing HR staff, support management in preparation/selection of PDs and job analysis
- Keep selecting official/designee informed of status of individual recruitment actions
- Serve as a constant support to program to ensure timely processing of actions
- Participate in pre-recruitment consultations
- Provide complete and accurate recruitment packages to the Client Services Center servicing HR staff

B. Client Services Center - Human Resources Servicing Staff:

- Provide human resources consultative services to include assistance w/PD selection and job analysis
- Participate in pre-recruitment consultation (Classification Specialist, Staffing Specialist, and Executive Resources Specialist as applicable)
- Provide monthly status reports to hiring official's administrative/business services representative(s)
- Provide a copy of the classified PD to hiring official's administrative/business services representative(s) and selecting officials
- Provide timely updates of projected vacancy posting and certificate issuance dates, etc. to hiring official's administrative/business services representative(s) and selecting officials
- Provide timely status reports as needed on progress of recruitment actions

ATTACHMENT C - PRE-RECRUITMENT CONSULTATION WORKSHEET [CHECKLIST FOR PERSONNEL ACTIONS]

Department of Health and Human Services
Atlanta and Bethesda Human Resources Field Offices

CHECKLIST FOR PERSONNEL ACTIONS
PRE-RECRUITMENT CONSULTATION WORKSHEET

Job Requisition Number: _____

Program Office: Completion of this form is mandatory when initiating a personnel action. Forward completed form, Job Requisition (JR), and required documentation to the servicing human resources professional for further processing. Complete one form per requisition.

HR: The servicing human resources specialist is responsible for reviewing this worksheet when consulting with the program office on human resources activities.

Part A – Requesting Office Information			
Requesting Office		Date of Consultation	
Points of Contact		Phone Number	
		Phone Number	
		Phone Number	
Request for SME Involvement:	<input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, SME Names(2)		
Primary SME Contact		Phone Number	
Alternate SME Contact		Phone Number	
Other SME Contact		Phone Number	
Part B – Position Information			
Identify the position you are recruiting for or reassigning or promoting to.			
Position Title(s):			
Pay Plan and Series		Grades(s):	
Promotion Potential	<input type="checkbox"/> Yes <input type="checkbox"/> No	If Yes, List Potential:	
Backfill/Vice Action	<input type="checkbox"/> Yes. Name of Previous Incumbent: <input type="checkbox"/> No. Provide a brief reason for request (e.g., change in mission/necessity for position):		
FTE Number(s) (If applicable)		Number of Vacancies:	
Duty Location(s):			
Selecting Official's Name:		Phone Number:	
Admin Code:		CAN Code:	
Job Requisition Number:		PARS/Named Action:	
Check all that apply: <input type="checkbox"/> Mission Support <input type="checkbox"/> FTE <input type="checkbox"/> Permanent <input type="checkbox"/> Full-Time <input type="checkbox"/> Temp NTE		<input type="checkbox"/> Mission Direct <input type="checkbox"/> Non-FTE <input type="checkbox"/> Part-Time <input type="checkbox"/> Term NTE <input type="checkbox"/> Other	
		Sensitivity Level <input type="checkbox"/> Non-Sensitive <input type="checkbox"/> Non-Critical Sensitive <input type="checkbox"/> Critical Sensitive <input type="checkbox"/> Special Sensitive <input type="checkbox"/> Public Trust (Moderate Risk) <input type="checkbox"/> Pubic Trust (High Risk)	

Part C – Type of Action

Named Action:

- PARS Promotion* Temporary Promotion: NTE ____ Days **Attach a Statement of Understanding
*Attach resume and/or transcript when promotion is in lieu of the Time-in—Grade Elimination Rule
 Reassignment Other:

Recruitment:

- | | |
|--|---|
| <input type="checkbox"/> MP – Internal CC/CIO (written justification required to restrict)
<input type="checkbox"/> MP – Internal OpDiv Only
<input type="checkbox"/> MP – Internal HHS
<input type="checkbox"/> MP – Internal Government-wide
<input type="checkbox"/> DE – External to all US Citizens
<input type="checkbox"/> Category Rating
<input type="checkbox"/> Traditional Rating (Rule of Three applies)
<input type="checkbox"/> Name Request <input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, Name: | <input type="checkbox"/> Advertise for ____ work days
<input type="checkbox"/> Other (e.g., STEP, COTA, VRA, PMF, Direct Hire, (etc.):
<input type="checkbox"/> Selective Factors Identified (e.g., foreign language)
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable.
If yes, list the selective factors: |
|--|---|

PART D- Documentation

Title 5 Competitive Service

Required

- OF-8, PD Coversheet
 Position Description
 Standard PD Number:
 Established PD Number:
 New (Attached)
 Organizational Chart / Staffing List
 Quick Hire Questions and Weights
 Job Analysis

Optional:

- Justification for filling a temporary/term position
 Resume
 Statement of Understanding (Temporary position)
 SF-50 Notification of Personnel Action
 Transcript
 DD214 Certificate of Discharge
 Peace Corp Documentation
 Schedule A Persons with Disability Certificate
 VA Letter
 SF-15
 Other:

Title 42 – Excepted Service <http://intranet.OpDiv.gov/hr/employment/title42.html>

Required for Title 42:

- Form 481, Fellowship Program Request with description of duties attached.
 Resume/CV
 Two letters of recommendations from non-OPDIV employees
 Copy of Academic Transcript
 Foreign Education Documentation, if foreign education
 Position Sensitivity Form
 Organizational Chart/Staffing List(s)
 Service Agreement if payment is received for moving expenses.

Additional Required Documents for Non-U.S. Citizens:

- Copy of “Green Card”, Employment Authorization or Visa request package for forwarding to the Office of Global Health.

Additional Required Documents for Non-FTE Appointees

- OF-612, Optional Application for Federal Employment
 Form 1236, Notice of Research Fellowship Award to obligate funds

Additional Required Documents for Title 42 Recruitment

- Justification for use of Title 42 Authority (to include previous recruitment efforts)
 Peer Review Package for Distinguished Consultants and SBRS (Senior Biomedical Research Service)
 Nomination Memorandum
 Three letters of recommendation from non-OPDIV employees

Title 38 Physicians / Dental Pay (Medical Officers Only)

Required

- HHS 691 Form, Request For Special Pay For Physicians And Dentists
 Written Market Pay Justification

Optional:

- Other:

<input type="checkbox"/> Commissioned Corps (Program Use Only)	
Required: <input type="checkbox"/> PHS 1662 Form - Request for Personnel Action <input type="checkbox"/> Billet Form	Optional:

Part E – Conditions of Employment	
Pre-employment physical required	<input type="checkbox"/> Yes <input type="checkbox"/> No
Drug testing required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Financial disclosure required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
License required	<input type="checkbox"/> Yes <input type="checkbox"/> No / If yes, identify license type:
Mobility agreement required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Immunization required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Travel required?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Domestic <input type="checkbox"/> International If yes, estimated percent travel
Moving expenses authorized?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May be authorized
Relocation incentive authorized?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May be authorized
Recruitment incentive authorized?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May be authorized
Student loan repayment incentive authorized?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May be authorized
Annual leave for non-federal service authorized?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May be authorized

Pre-Recruitment Consultation Notes	

Part F - Approvals			
Branch/Team Lead		Date	
Signature Box		Date	
Division		Date	
Signature box		Date	
CIO/MO/Final Approving Official		Date	
Signature Box		Date	
CMO (if required)		Date	
Signature Box		Date	
Date Personnel Action Packet forwarded to HR		Received By	
HR Approval		Date	
Signature Box		Date	

ATTACHMENT D - DECISION TABLE - TYPE OF ACTION

	If	And	Then	Pre-Recruitment Worksheet Required	Meeting Required (in person, teleconference)
	Request is to fill a vice/backfill position	The PD number is available (provide) Request is a re-announcement (provide previous requisition number and announcement number)	Forward the completed Pre-Recruitment Worksheet to HR (classification and staffing specialists) for review. The request will be reviewed and recruitment package will be requested by HR within a day of receipt	YES	NO
	Request is to fill a vice/backfill position	Previous announcement information is not available	Forward the completed Pre-Recruitment Worksheet to HR (classification and staffing specialists) for review. HR will determine if recruitment information is on file. If not, must discuss at scheduled meeting; if so recruitment package will be requested within two days	YES	MAYBE (Refer to "Then" column)
	Request is to process a Career Promotion		Forward the completed Pre-Recruitment Worksheet and PAR to HR at least 30 days prior to the requested effective date	YES	NO
	Request is to use a Standard PD	The position doesn't exist within the current organizational structure OR more than one of the same positions is already	Forward the completed Pre-Recruitment Worksheet to HR (classification and staffing specialists)) two days prior to the	YES	YES

	If	And	Then	Pre-Recruitment Worksheet Required	Meeting Required (in person, teleconference)
		established within current organization	meeting and discuss at the time of the meeting		
.	Request is to use an already established and classified PD	The position exists but is not currently filled and is dated within the last 5 years	Forward the Pre-Recruitment Worksheet to HR (classification and staffing specialists) prior to the meeting and discuss at the time of the scheduled meeting	YES	YES
.	Request is for a Newly Established PD	The position has not been filled or established within the last 5 years (i.e., it is a new position)	Forward the completed Pre-Recruitment Worksheet to HR (classification and staffing specialists) prior to the meeting and discuss at the time of the scheduled meeting	YES	YES
.	Request is to process a Peer Review Promotion		Follow Peer Review Panel Procedures.	YES	YES

ATTACHMENT E - STANDARD ANNOUNCEMENT TEMPLATES

One of the key components of the Accelerated Hiring Process (AHP) is the pre-recruitment consultation and strategic partnership with our serviced programs. A large portion of the AHP centers around the requirement that the serviced programs are required to provide the servicing HR staff with all required documents to announce a position vacancy (i.e. electronic personnel recruitment request, position description, assessment questions, job analyses, etc.).

To assist in this process, automated standard templates for almost all of the series that require standard positions descriptions (SPDs) have been developed. Because there are a number of grades within each series, 121 individual templates were developed that are available internally to hiring officials. These templates were developed based on the SPDs and include the major duty statements, the specialized experience requirements, the assessment questions, and the job analyses for each specific grade level in each of those series.

Subject Matter Experts (SMEs) were utilized in the development of these standard templates. Draft templates were developed and the SMEs were requested to review, evaluate and provide comments. Based on the SME feedback, necessary revisions were made and the templates were finalized.

Please note that the SPDs are generically written to be used in any program within the agency; therefore, in developing these templates, room was intentionally left for programs to include their own specific program/position requirements. You will find that each of the templates have been completed from a very generic standpoint, and represents 75% of the total picture. The remaining 25% is for the program's discretion to include their specific program requirements, questions, and other information.

As mentioned, within each template, a major duty statement, a specialized experience statement, and 75% of the assessment questions are provided. The intent was to strategically and proactively complete most of the work up front to ensure that the process was more efficient for our managers and for the servicing HR staff.

To make these templates accessible, a link has been created for managers and HR staff for easy access. However, to ensure we do not comprise confidential information regarding specific vacancies (i.e. weighting for questions, anticipated answers, etc.), the job analyses can only be accessed by the servicing HR staff.

Attached below is a screen shot of one of the GS-685 templates.

Sample - USA Staffing Template

PH Advisor, GS-0685-13
PD – 04SP136

Major Duty Paragraph

The incumbent serves as a senior public health advisor and provides consultative services to the most difficult programs or projects that have unusually demanding social, economic, cultural, governmental, and political conditions. Plans, develops, and implements public health programs in collaboration with local, state, and international governments and various public, non-profit, and private and health-related organizations. Analyzes existing or proposed systems, strategies, services, or other health-related matters. Identifies needs for improvement and the methods and resources to accomplish such improvements. Develops, implements, and monitors performance evaluation and tracking systems. Provides leadership in developing and implementing program plans and data sets consistent with funding requirements and national initiatives. Independently, or in collaboration with others, prepares reports and other substantive program documentation including technical documents on research findings, scientific methodologies, evaluation results, fact sheets, etc. Manages and oversees funding/budgets and a variety of grants, cooperative agreements, contracts, and other awards including initiation, administration, award, monitoring, evaluation, coordination, and close-out. Serves as a principal program representative and provides program expertise, guidance, and leadership on unusually difficult and complex program.

Specialized Experience Paragraph

Specialized experience is that which is directly related to the position and which has equipped the applicant with the particular knowledge, skills, and abilities (KSA's) to successfully perform the duties of the position to include experience in providing technical advice and assistance in the implementation and evaluation of a state, local or federal public health program related to [identify program area](#).

75% of required USA Staffing questions (remainder will be provided at time vacancy posted based on specific job requirements (remainder will be provided during pre-recruitment consultation based on specific job requirements)

USA Staffing Number and Questions

1. **[32565] [MAMC] Which of the following reflects your level of experience related to serving as an advisor/consultant in a public health program?**
 1. I have served as a program representative dealing with international organizations/governments.
 2. I have served as a program representative dealing with organizations and/or the government at the national level.
 3. I have served as a program manager dealing with state and local governments.
 4. I have served as an assistant to a program manager working with state and local governments.
 5. I have provided expertise, guidance, and leadership on matters leading to the improvement of public health programs.
 6. I have performed work in establishing the standards by which the public health program will be judged.
 7. I have reviewed and evaluated public health programs resulting in recommendations or decisions for public health program strategies, modifications, or improvements.
 8. None of the above

2. **[35187] [LA]. Elaborate on your experience related to serving as an advisor/consultant in a public health program. Indicate where this is reflected on your resume (i.e., identify the specific experience, training, and/or education.**

3. **[28832] [MAMC] Which of the following describes your experience with public health program development and implementation methods, principles, processes and techniques?**

Check all that apply

1. I have provided technical advice and assistance on the full range of program design and implementation issues and problems to include administrative as well as technical issues.
2. I have interpreted and implemented broad public health program guidance for a health program, such as departmental circulars, directives, and regulations.
3. I have been responsible for the administration of the complete public health program, to include developing work plans, budgets and evaluation plans for the program.
4. I have designed and conducted elements or components of a public health program or project requiring interpretation and implementation of numerous agency and health department policies, precedents, and regulations.
5. I have experience as a representative working for a public health program which included interpretation and implementation of procedural and administrative instructions such as operational agreements or health department directives.
6. I have experience as a representative working for a public health program applying procedural and administrative instructions. I have experience assisting in applying procedural and administrative instructions
7. None of the above.

4. **[37743] [MAMC] Select the statement(s) which reflect your experience in public health programs.**

Check all that apply

1. Designed and developed studies and/or research projects on public health issues for a public health program
2. Conducted studies and/or research projects on public health issues for a public health program
3. Designed and developed a public health program
4. Administered a public health program
5. Evaluated a public health program to determine effectiveness
6. None of the above

5. **[208332] [MAMC] From the following list of public health specialties, identify the ones where you have conducted program analysis and/or provided advisory services:**

1. Sexually Transmitted Diseases
2. HIV/AIDS
3. Cancer
4. Environmental Health
5. Birth Defects
6. Immunization
7. Tuberculosis
8. Injury Prevention
9. Infectious Diseases
10. Diabetes
11. Bioterrorism
12. Disease Eradication

13. Chronic Diseases
14. Tobacco Use and Prevention
15. Aging
16. Arthritis
17. Epilepsy
18. Epidemiology
19. Hepatitis
20. None of the above

6. [205447] [MC] Select the option that best describes your highest level of experience in working with Grants, Cooperative Agreements, and/or Contracts within a public health setting.

1. I have been the primary individual to prepare or oversee the preparation of cooperative agreements, contracts, and grants acting as the technical authority.
2. I have written and reviewed proposals, and negotiated awards at the national and/or international level.
3. I have written and reviewed proposals, and negotiated awards at the state level.
4. I have written and reviewed proposals, and negotiated awards at the local level.
5. I have assisted others in writing and reviewing proposals, and negotiating awards
6. I have reviewed proposals.
7. None of the above.

7. [201568] [YN] Have you collaboratively planned, directed, organized, implemented and evaluated complex strategies and programs through grants, cooperative agreements, and/or contracts that provide services, technical assistance, and/or communications support to accomplish program objectives and make optimum use of assigned resources?

1. Yes
2. No

8. [208058] [MAMC] Select the groups in which you have worked with on public health issues.

Check all that apply

1. Local governments
2. State governments
3. Federal organizations
4. Community Based Organizations (CBO)
5. Non-Governmental Organizations (NGO)
6. Community Coalitions
7. International agencies
8. Developing countries
9. National agencies
10. Native American groups
11. Physicians
12. Hospitals
13. Health Professional Societies
14. Health Insurance Providers
15. Researchers
16. None of the above

9. [205472] [MC] Which of the following best describes your highest level of experience in the development of a budget for a public health program.

1. I have had overall responsibility for the formulation of the budget for a public health program.

2. I have had overall responsibility for the development and execution of the budget for a public health program.
3. I have provided public health budgetary advice and analysis on long-term procurement actions and projections.
4. I have provided advice and assistance in the formulation of public health budgets of established or projected programs for nationwide programs.
5. I have provided advice, analysis and assistance on public health budget formulation and execution for statewide programs.
6. I have provided advice, analysis and assistance on public health budget formulation and execution for local programs.
7. I have assisted others in budgetary work.
8. I have no budget experience.

10. [200699] [MAMC] Choose all examples that match your presentation / communications skills.

1. Effectively communicate technical information to internal or external audiences.
2. Persuade others to accept findings, recommendations, changes, alternative viewpoints, or to take a particular course of action.
3. Interview employees or managers to acquire specific programmatic and/or technical information.
4. Conduct training sessions with varied audiences with different levels of comprehension.
5. Effectively communicate organizational strategies, goals, objectives, or priorities on a regular basis.
6. I have no education, training, or experience in this area.

11. [26102] [LA] In the text box below, please elaborate on your answer to the previous question. Indicate where this is reflected on your resume (i.e. identify the specific experience, training and/or education), but do not paste your resume here.

12. [204484] [MAMC] Which of the following choices describe your experience in producing written material?

1. Develop written materials for briefings, meetings or conferences.
2. Write clearly, logically, concisely, and persuasively for varied audiences.
3. Draft policy and procedural material for dissemination to field or operating level components.
4. Draft reports, memoranda and correspondence for signature by higher-level official.
5. Communicate organizational strategies, goals, objectives or priorities on a regular basis in writing.
6. Explain or justify decisions, conclusions, findings or recommendations.
7. Compose complex correspondence or other written work such as manuals, books, management reports or articles.
8. Review reports for accuracy, adherence to policy, organization of material, clarity or expression, and appropriateness for intended audiences.
9. Collect and organize comprehensive materials for briefings, meetings or conferences for agency departmental leaders, Congress, the media and the general public.
10. None of the above.

13. [26103] [LA] In the text box below, please elaborate on your answer to the previous question. Indicate where this is reflected on your resume (i.e. identify the specific experience, training and/or education), but do not paste your resume here.

ATTACHMENT F - STANDARD POSITION DESCRIPTION FACT SHEET

What is a standard PD (SPD)?

A description of major duties and responsibilities known to be representative of a considerable number of positions throughout an agency. The SPD should accurately and completely describe the permanent duties and responsibilities that are assigned and performed. Standard position descriptions are not intended to cover every kind of work assignment a position may have. Rather, SPDs cover work assignments that are predominant, permanent and recurring.

Why are SPD's important?

- Saves managers time in writing position descriptions
- Facilitates classification consistency
- Allows flexibility and meets the requirements of changing needs in the program area
- Expedites the recruitment process

How do I find the right SPD?

To select an SPD with the correct series and at the correct grade level, consider the mission of the organization, where the position is located, the size of the organization, authorities or functions delegated, the scope and impact of the position's responsibilities, and other important information found in the classification factors of the position description.

Can the servicing HR Specialist question the selection of an SPD?

Yes, the servicing HR specialist has the authority to question the selection of an SPD. The HR specialist is trained in classification and position management and is familiar with the classification standards. Therefore, he/she may ask a supervisor or manager to explain why a specific SPD was selected.

In selecting an SPD, managers must remember that the SPD must fit into the overall organization's mission as well as meet position management standards associated with the title, series and grade of the SPD. Just because it is a classified SPD doesn't necessarily mean that the organizational structure can support that grade level or type of position. Sound position management reflects a logical balance between employees needed to carry out the major functions of the organization and those needed to provide adequate support. It also requires consideration of grade levels for the positions involved. Grades should be commensurate with the work performed to accomplish the organization's mission and should not exceed those grades needed to perform the work of the unit. A carefully designed position structure will result in reasonable and supportable grade levels.

A position description is the official record of the major duties and responsibilities assigned to a position. If the SPD does not accurately describe the work performed, it can have an adverse impact on the employee and the unit. For example, if the SPD selected overstates the duties and responsibilities required of the employee, it may require additional qualifications of applicants that can screen out good candidates, and it

may misrepresent the position and the employee may misunderstand the position expectations. These situations may lead to repeated unsuccessful recruitment attempts or high turnover rates, both of which are costly to the organization and stressful for the manager and the employees in the unit.

Occasionally a supervisor or manager will want to use a higher graded position to attract candidates, attempt to match non-Federal employee salaries, or to retain a long-time, strong performing employee. The classification system is not designed as a tool for these situations. There are other compensation flexibilities that can be used in these situations to meet your objective. Talk to your local servicing HR specialist about available compensation flexibilities, such as recruitment, relocation, and retention incentives, etc.

What is the policy direction for usage of SPD's?

- Mandatory for use where SPDs have been developed, i.e., the 20 most populous series.
- SPDs are generic and can be used across the agency.
- Program specific information should be captured in the job analysis and selection of assessment questions, stated specialized experience requirements for the position, and in performance plans.
- Program officials and HR professionals are responsible for ensuring that the SPD accurately describes the position under review.

ATTACHMENT G - FACT SHEET FOR TIME-LIMITED CERTIFICATES

- Certificates of Eligibles are issued to the selecting official within 10-15 days of the closing date of the vacancy announcement.
- Under the OHR Accelerated Hiring Process (AHP), all Certificates of Eligibles will be valid for 30 work days from the time of issuance.
- Extenuating circumstances that cause delays and warrant time extensions will be considered on a case-by-case basis. The request for extensions **must** be initiated and completed prior to the original expiration date of the certificate. Proposed extensions will require approval by the director of the organizational unit holding the certificate. If approved by the director, justification will be provided to the Client Services Center director (or designated representative) for final decision. As a reminder, an expired certificate or a cancelled certificate from a hiring official invokes the 90-day rule regarding re-announcement of vacancies.
- Selecting officials need to be prepared for the selection process. Prior to the issuance of certificates, panels (e.g., rating panels, interview panels, and/or selection panels) should be established, calendars confirmed with panel members, consultation meetings set with servicing HR specialists, etc. These upfront actions ensure timely selections are made from the certificates.
- Wet signatures are required. Selecting officials must print a hard copy of the certificate, annotate the certificate as appropriate (A-selected, NS-non select, D-declined, or W-withdrew) and sign and return the certificate to the servicing HR specialist timely.
- The Program must provide a valid reason for not using the certificate(s) when the certificate(s) is returned unused.