Approved for Release
William J. Fleming
Director for Human Resources Management and

**Deputy Chief Human Capital Officer** 

Aug 21, 2012
Date

# DEPARTMENT OF COMMERCE OFFICE OF HUMAN RESOURCES MANAGEMENT

# **HUMAN RESOURCES (HR) BULLETIN #159, FY12**

SUBJECT: End-to-End (E2E) Hiring Model and Reporting

**EFFECTIVE DATE:** Upon release of this HR Bulletin

**EXPIRATION DATE:** Effective until cancelled or superseded

SUPERSEDES: HR Bulletin #148, FY12, dated March 12, 2012

**REVISIONS:** This bulletin updates the reporting requirements for Fiscal Year (FY) 2012, Quarter (Q) 3, and beyond, to include specific data collection requirements for the Auditing, 0511 series.

BACKGROUND: A key part of the Obama Administration's program is the comprehensive Hiring Reform Initiative, which called for upgrading the quality and speed of hiring within the Federal Government and improving the overall experience for applicants and hiring officials. As a result of this initiative, the Office of Personnel Management (OPM) suggested that agencies use an 80-day standard model for non-SES/SL/ST positions for E2E hiring.

In the memorandum dated May 11, 2010, "Improving the Federal Recruitment and Hiring Process," President Obama directed Federal agencies to measure the quality and speed of the hiring process. To support this requirement and ensure consistency throughout Federal agencies, OPM worked closely with the Chief Human Capital Officers Council to develop guidelines for measuring and reporting time-to-hire information.

As part of an interagency group working on closing skill gaps within the Federal Government, the Government-wide mission-critical occupations (MCOs) were reviewed and updated. The current Government-wide MCOs are: Economist, 0110 series; Human Resources Specialist, 0201 series; Auditing, 0511 series; Contracting, 1102 series; and IT Specialist, 2210 series.

**COVERAGE:** This bulletin applies to all hires when the Job Opportunity Announcement (JOA) is posted on USAJOBS, including excepted service, SES (Senior Executive Service), SL (Senior Level), ST (Scientific/Professional) positions, and open continuous announcements.

**PURPOSE:** This bulletin establishes Department-wide guidance for Servicing Human Resources Offices (SHRO) by defining the phases of the E2E 80-day hiring roadmap for non-SES/SL/ST positions; providing guidance on the number of days to complete each step; and supplying the E2E reporting requirements for both non-SES/SL/ST and SES/SL/ST positions.

**POLICY:** See below the description of the beginning ("Day 1") of the Hiring Model for both non-SES/SL/ST and SES/SL/ST positions.

- Non-SES/SL/ST positions The E2E 80-Day Hiring Model begins "Day 1" when the HR practitioner has the complete request-to-hire package (i.e., job analysis, occupational questionnaire, SF-52, position description, designated sensitivity level/clearance eligibility, designated drug testing requirement confirmed, etc.). The enter-on-duty (EOD) date, or the merit assignment program (MAP) action effective date, is the end date of the E2E 80-Day Hiring Model.
- SES/SL/ST positions The Hiring Model begins "Day 1" when notification is received from the Office of Executive Resources (OER) that the request to recruit has been approved (validation of hiring need) until the EOD date.

# Competitive and Excepted Service Positions (Non-SES/SL/ST)

Below are the recommended standards for the average number of calendar days in each step of the E2E 80-day hiring roadmap for competitive and excepted service positions. Although individual SHRO's standards may vary, all are measured against a total 80-day hiring timeline.

<u>Note</u>: The number of calendar days must be counted consecutively from step 1 through step11, including weekends and holidays, and days in which no activity was performed.

<u>Step 1:</u> Days 1–4 (4 days) – The complete recruitment package is received from the hiring manager (job analysis, occupational questionnaire, SF-52, position description, designated sensitivity level/clearance eligibility, designated drug testing requirement confirmed, etc.), HR practitioner reviews package, establishes case file, and creates draft JOA.

Step 2: Days 5–6 (2 days) – The draft JOA is reviewed by the hiring manager for approval (confirm job analysis, assessment tool(s), scores for designated quality categories, etc.), and is submitted to the HR practitioner.

Step 3: Days 7–8 (2 days) – HR finalizes JOA and posts it to the OPM USAJOBS website.

<u>Step 4: Days 9–15 (7 days)</u> – Receive applications through the automated hiring system/USAJOBS or hard copy for those not submitted through the automated hiring system/USAJOBS. HR documents receipt of hard copy applications by date stamping. Applicants who apply using the automated hiring system/USAJOBS are automatically notified of their application's status (application received). HR provides hard copy notification to those who do not use USAJOBS.

<u>Step 5:</u> Days 16–30 (15 days) – HR and/or Subject Matter Expert and/or Panel Members evaluate applications; rank and rate applicants; HR notifies applicants of their status (i.e., qualified or not qualified).

<u>Step 6:</u> Day 31 (1 day) – HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status (i.e., referred to hiring manager or not referred).

<u>Step 7: Days 32–50 (19 days)</u> – Hiring managers review applications, schedule and conduct interviews, check references, make selection(s) by annotating certificate(s), and return certificate(s) to the HR practitioner.

Step 8: Days 51–53 (3 days) – Tentative job offer and acceptance period.

<u>Step 9: Days 54–63 (10 days)</u> – Refer selectee's documents to Office of Security (OSY) to initiate suitability clearance and/or investigation; have selectee fingerprinted and invited into e-QIP as deemed necessary. HR obtains favorable security/suitability notification/confirmation memo from OSY.

<u>Step 10:</u> Days 64–65 (2 days) – Official offer and acceptance period. HR notifies remaining eligibles that a selection was made.

<u>Step 11:</u> Days 66–80 (15 days) – Coordination of EOD, or effective date of MAP action. (Day 80 should be the actual EOD date or MAP action date.)

# Senior Executive Service, Senior Level, and Scientific/Professional Positions

Individual cases, rather than aggregate data, are to be documented on the SES/SL/ST "End-to-End (E2E) Hiring Model" template.

For E2E reporting purposes, days are reported as calendar days from "Day 1" to EOD, not business days. All calendar days from "Day 1" to EOD must be included.

If an Executive Core Qualification (ECQ) case is disapproved by OPM's Qualifications Review Board and the bureau elects to revise and resubmit the ECQs for a second consideration, both the time from OER's notification to the bureau that the case failed, and the time to revise and resubmit the ECQs must be tracked because an EOD has not yet been achieved. (These cases will be footnoted separately so that they are not reflected as typical.)

Anomalies about individual cases can be reported when E2E quarterly reports are submitted.

### PREVIOUS REPORTING REQUIREMENTS:

Effective Fiscal Year 2011, Q3 – Using the templates previously provided, each SHRO was required to submit the following quarterly reports to the Office of Human Resources Management (OHRM), Office of Human Capital Strategy (OHCS). In addition to the previous reporting requirements, positions filled through open and continuous announcements were included. Each SHRO was required to submit only one consolidated report (to include its serviced clients), for each of the categories below.

- 1. Delegated Examining (DE)
- 2. Merit Assignment Program (MAP)
- 3. Combination of DE and MAP

Effective Fiscal Year 2011, Q4 – Using the templates previously provided, each SHRO was required to submit the above referenced quarterly reports to the OHRM, OHCS. The only actions reported were those where there was a JOA posted on USAJOBS and a selection was made, including excepted service positions and open continuous announcements. Each step of the process was annotated with an accurate numerical value, using the appropriate averaging method as defined below. Each SHRO was required to submit one consolidated report (to include its serviced clients), for each of the categories above.

Effective Fiscal Year 2012, Q1 — Using the attached templates, each SHRO was required to submit the following quarterly reports to the OHRM, OHCS. As reflected on the attached templates, data was required for all actions when a JOA was posted on USAJOBS and a selection was made. The SHRO-wide data row was for reporting all actions (i.e., mission-critical and non-mission-critical), as appropriate for each template. In addition to being included within the SHRO-wide data, each template also required the data specific to each Departmental mission-critical occupation, with the Department-wide commonly filled occupation (Miscellaneous Clerk and Assistant, 0303 series) to be highlighted separately. The first three templates were to be used to report non-SES/SL/ST hiring actions, and the fourth template was to be used to report SES/SL/ST actions. Each step of the non-SES/SL/ST process must have been annotated with an accurate numerical value (including zero), using the appropriate averaging method as defined below. In addition, each SHRO must have submitted one consolidated report (to include its serviced clients), for each of the categories below.

- 1. Delegated Examining (DE)
- 2. Merit Assignment Program (MAP)
- 3. Combination of DE and MAP
- 4. SES/SL/ST report

### **CURRENT REPORTING REQUIREMENTS:**

Effective Fiscal Year 2012, Q3 – The same reporting requirements that were effective FY 2012, Q1 (above) are still effective. However, there is an additional requirement that SHROs report specific data on the Auditing, 0511 series. Data on the 0511 series must also continue to be included in the Accounting and Budget, 0500 series. The attached templates have been updated to reflect the Auditing, 0511 series as a Government-wide MCO.

### Submitting Reports:

DE, MAP, and Combination of DE and MAP – SHROs must provide to OHRM/OHCS, with a copy to the Principal Human Resources Manager (PHRM), their E2E 80-Day Hiring Model: Report Templates, by January 15, April 15, July 15, and October 15 of each year, to begin after the issuance of this bulletin.

SES/SL/ST – SHROs must provide to the Director, OER, with a copy to the PHRM and to OHRM/OHCS, their E2E Hiring Model Report Template by January 15, April 15, July 15, and October 15 of each year, to begin after the issuance of this bulletin.

# RECORDING OPEN CONTINUOUS ANNOUNCEMENTS:

When hiring actions are the result of initial JOA requests, the hiring timeline will be tracked using <u>all</u> E2E steps.

When hiring actions are the result of subsequent requests, the hiring timeline will be tracked using the applicable E2E steps. In these instances, begin counting Step 1, *SF-52 complete recruitment package submitted to HR...* when a Standard Form (SF)-52 is received to request a list of eligibles. It is understood that the next applicable step will vary among actions.

- When there are no designated cutoff dates, begin counting at Step 5, *HR and/or SME and/or Panel Members evaluate applications...* when the HR practitioner begins reviewing an application in response to an SF-52 request.
- When there are designated cutoff dates, begin counting at Step 4, *Receive applications* through the automated hiring system/USAJOBS...HR notifies applicants of their status...when the HR practitioner begins to wait for the next cutoff date to be reached.

<u>Note:</u> For steps that are not being counted, you must insert a zero under that step. If the steps are left blank, it will inaccurately increase the hiring timeline totals.

### **CALCULATING AVERAGES:**

<u>Formatting Numbers:</u> Either whole numbers or numbers with two decimal places should be used to avoid double-rounding. For example, 3.5 days may really be anywhere from 3.45 to 3.54 days rounded, which could round to different whole numbers depending on where it fell in the range.

<u>Simple Averages</u>: When computing an average using data listed by each hiring action (i.e., our raw data), a simple average would be used.

For the E2E data: 1) The number of days for each action under a given step is summed, and 2) the sum is divided by the total number of actions.

### Example:

| Hiring Action | Step 1 | Step 2 |
|---------------|--------|--------|
| A             | 2      | 8      |
| В             | 4      | 12     |
| C             | 3      | 0      |
| D             | 1      | 9      |

Step 1 simple average = 
$$(2 + 4 + 3 + 1) \div 4$$
  
=  $10 \div 4$   
=  $2.50 \approx 3$  days  
Step 2 simple average =  $(8 + 12 + 0 + 9) \div 4$   
=  $29 \div 4$   
=  $7.25 \approx 7$  days

<u>Weighted Averages</u>: When computing an average using data containing units that have already computed simple averages (e.g., rolling up office data into bureau data, combining DE data and MAP data into All Hires data, etc.), a weighted average is used.

For the E2E data: 1) The number of days listed for each unit under a given step is multiplied by the number of actions that unit represents, 2) all of the resulting products are summed, and 3) the sum of the products is divided by the sum of the total number of actions all offices represent together.

# Example:

| Office         | Step 1   | Step 2 |
|----------------|----------|--------|
| A (10 actions) | 2        | 8      |
| B (44 actions) | 4        | 12     |
| C (23 actions) | 3        | 0      |
| D (6 actions)  | Tanana ( | 9      |

Step 1 weighted average = 
$$(2 \times 10 + 4 \times 44 + 3 \times 23 + 1 \times 6) \div (10 + 44 + 23 + 6)$$
  
=  $(20 + 176 + 69 + 6) \div 83$   
=  $271 \div 83$   
=  $3.26... \approx 3$  days

Step 2 weighted average = 
$$(8 \times 10 + 12 \times 44 + 0 \times 23 + 9 \times 6) \div (10 + 44 + 23 + 6)$$
  
=  $(80 + 528 + 0 + 54) \div 83$   
=  $662 \div 83$   
=  $7.97... \approx 8 \text{ days}$ 

**REFERENCES:** OPM's Memorandum for Chief Human Capital Officers dated April 11, 2011, "Time-to-Hire Reporting Requirements"; The Presidential Memorandum dated May 11, 2010, "Improving the Federal Recruitment and Hiring Process"; OPM Memorandum dated August 29, 2008, "End-to-End Hiring Roadmap"; and OPM's End-to-End Hiring Initiative, Hiring Process Roadmap <a href="http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf">http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf</a>

**OFFICE OF POLICY AND PROGRAMS:** Tracy Schulberg, Director, <u>tschulberg@doc.gov</u>, (202) 482-0056

**OFFICE OF EXECUTIVE RESOURCES:** Denise A. Yaag, Director, <u>dyaag@doc.gov</u>, (202) 482-3600

PROGRAM MANAGER CONTACT INFORMATION: Valerie Smith, <u>vsmith@doc.gov</u>, (202) 482-0272

2210 - Info. Technology Specialist 1801 - Gen. Inspect., Invest. & Comp. 1530 - Statistician 1529 - Mathematical Statistician 1360 - Oceanography 1340 - Meteorologist 1550 - Computer Science 1320 - Chemistry 1315 - Hydrology 1310 - Physicist 1140 - Trade Specialist 1102 - Contract Specialist 1101 - Gen. Business and Industry 0905 - General Attorney 0800 - Engineering and Architecture 0511 - Auditing 0500 - Accounting and Budget (w/ 051 0482 - Fishery Biologist 0301 - Misc. Admin. & Program Mgmt 0110 - Economist SHRO-wide 1301 - Physical Scientist 1224 - Patent Examiner 0343 - Management Program Analysi 0303 - Misc. Clerk & Assistant 0201 - Human Resources Reporting Period: Servicing HR Office: Duty actions that are effective during the specified time period.) SES/ST/SL positions when DE is used and JOAs posted on USAJobs, including open-continuous. (Report only Enter-On-End-to-End (E2E) 80-Day Hiring Model: Template for non-Certified Complete EODs): Actions Hiring # of Hiring Calendar complete Actions w/in 80 EODs) (i.e., DOC STD **Hiring Process Step Descriptions:** (measured in calendar days) SF-52 recruitment package submitted to HR; HR reviews package, establishes case file, and creates draft JOA. Final draft JOA is reviewed by hiring manager for approval and sbumitted to the HR practitioner. Step HR posts JOA to the OPM USAJOBS website. Receive applications and HR notifies applicants of their status. HR, SME and/or Panel evaluates applications; ranks and rates applicants; HR notifies applicants of status. HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status. Managers review applications, schedule & conduct interviews, check references, 9 make selection(s) by annotating cert(s) and return cert(s) to HR. Tentative job offer and acceptance period. E-mail tentative offer letter and specific instructions and links to complete security and suitability info. Refer selectee docs to OSY to initiate suitability clearance and/or investigation; fingerprint selectee, invite into e-QIP as needed. Obtain favorable security/ suitability notice/confirmation. Official offer and acceptance period. HR notifies remaining eligibles that a selection was made. Step 11 Coordination of EOD and MAP action. (Actual effective date)

# Delegated Examining (DE) Template

| · |  |  |
|---|--|--|
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |
|   |  |  |

Merit Assignment Program (MAP) Template

| Certified  | 2210 - Info. Technology Specialist   | Gen.  | 1550 - Computer Science  | 1530 - Statistician  | #  | 6  |  | 8  | 9  | 1315 - Hydrology   | 1310 - Physicist   | 1301 - Physical Scientist  | 1224 - Patent Examiner   | 1140 - Trade Specialist  | 1102 - Contract Specialist  | 1101 - Gen. Business and Industry  | 0905 - General Attorney  | 0800 - Engineering and Architecture  | 0511 - Auditing                                      | 9   | 0462 - FISHERY BIOLOGISE   | 0.403 Eishop, Biologict  | 10949 Management Drogram Anglist  | 0303 - Misc. Clerk & Assistant                                   | 0301 - Misc. Admin. & Program Mgmt  | 0201 - Human Resources   | 0110 - Economist | SHRO-wide |         |           | Group   | Reporting Period:    | A. Been, G. St. | Servicing HR Office:   | End-to-End (E2E) 80-Day Hiring Model: Template for non-SES/ST/SL positions when MAP is used and JOAs posted on USAJobs, including open-continuous. (Report only MAP actions that are effective during the specified time period.) |
|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|---|--|--|--|--|---|--|--|---|--|---|--|------------------|-----------|---------|-----------|---|----------------------|-----------------|--|---|
| ломита на поделнителнителнителнителнителнителнителнит  | TO DOD WAY ON A 100 AND AND THE  | 9-900 dat first old 600 and 011 was see wat say and out out say say the         |  | 20 000 000 000 000 mm equ-000 apr mar mar mar mar mar mar mar mar mar ma             | to too set- and that too too too too too on on on on the set of the  | To find the one and dark own day the seas one that the seas of the seas one that the seas of the seas one that the seas of the seas one that the seas one that the seas one that the seas one that the seas of | or man can easy can see man and man and man and man and one man  | Of chat make cally make water cross does was was casts and was was and and   | mer meer deer wet, proc meer deep cans, maa maa maa mag deep meer one one one                  |  | 20 Gai 401 100 ton 100 tan 100 | AND AND THE WAY AND THE WAY WAS THE WAY AND THE WAY WAS THE WAY WA | 60 600 600 600 600 600 mm by 000 100 600 600 600 600 600 600 600 600 | and date approximate the core and the core a | and State and Anderson Barra way only you have seen one one one one one one one one one | 400 Per (400 mile 200 | ***************************************  | and the core was due and that was not one of the core  | age ago          | 00 00 40 40 00 00 00 at |  | *** *** *** *** *** *** *** *** *** **   | - CHI |  |   |  |                  |           |         | EODs): Ca | Total # of AcComplete Hiring En Actions con (i.e., w  |                      |                 | ең құй оқ айда қарада қара | lel: Template for non-<br>id and JOAs posted or<br>(Report only MAP<br>scified time period.)  |
|  | 200 DOL 100 DO |   |  | Aut we am are 150 at 150   |  |  |  |  |  |  |  |  |  |  |   |  |  |  |  |   |  | 2 00 00 00 00 00 00 00 00 00 00 00 00 00                                       |   |  |   |  |                  |           | Days:   | Calendar  | Actions (i.e., EODs) complete w/in 80   |                      |                 | elektrosakiki derektrosakoa gaza   | non-<br>ed on   |
|  |  |   | ,  |  |  |  |  |  |  |  |  | ,  |  |  |   |  |  |  |  |   |  |  |   |  |   |  |                  |           | DOC STD |           | Hiring Process<br>(measured i   |                      | -               |  | · .   |
| en el estado de contracto de co | 000 MIN 004 400 MIN 600 MIN 500 MIN 50 | and the state of the state of   | - 100  | con and who wer just desc man you and  |  | and the late late for the same and the late  |  | and the case was been seen one start on  | a tota eusc sect tear eost sec eos eos eos e   |  |  | 40 Dec 200 Dec | V. 100 TAN 100 COL               | A MO WE BUT AND AND ANY WITH EDG. BAY  | X DOZ DOZ GAL AND SAN SAL ASS SAS   | * ** ** ** ** ** ** ** ** ** ** ** ** *  | 22 and 400 and 100 to 100 to 100 to 100 to   | N 100 AND 100  | NC WITH DATE COS COS (DOS JUL 100 CD)                | OF 164 YOU AND 164 TO THE WAY 164 THE                       |  | A. SA CO. CO. CO. SA SA SA CA              | 10 300 400 505 505 505 509 605 605 605  | Me NOT ANY ANY MAY ANY ANY ANY ANY                               |   |  |                  |           | 4       | Step 1    | SF-52 recruitmen<br>HR; HR reviews<br>case file, and cre  | pac                  | ka              | ige,   | establishes   |
|  |  |   |  | A 10 00 00 00 00 00 00 00 00 00 00 00 00   | New rice are not less now new rich one   | 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1  |  | of on 102 or 105 on 105 on 105 on 105  | tot and apr and and and are no see, see,   |  |  |  |  |  |   |  | 00 00 M M M M M M M M M M M M M M M M M  |  | and              |   |  |  |   |  |   |  |                  |           | 2       | Step 2    | Final draft JOA is<br>manager for app<br>the HR practition  | s re                 | vie             | we   | d by hiring   |
| AMANDA POR PROPERTY OF PROPERT | And the case was the case and t | -   |  |  |  | 60 400 400 600 600 600 600 400 400 600 6   |  | 00 and 00 | and any upon and any one one one   |  |  |  |  |  | A   |  | 2 00 02 05 05 05 05 05 05 05 05 05 05 05 05 05   |  | and the set and the set and the set and              | A 10 10 10 10 10 10 10 10 10 10 10 10 10                    |  |  |   |  |   |  |                  |           | 2       | Step 3    | HR posts JOA to website.  | the                  | e C             | PM   | 16  |
| sun-to-passional distributions (distributions)   |  | -   |  |  | 4 400, M21 400 400 400 400 104 104 104   | - end cod, cod cod, cod cod, cod cod, cod cod, cod   |  |  | 1 400 072 004 WIL 164 ARC 546 465 4  |  |  |  |  |  | A 55 OF 65 PA 45 OF 75 PA   | 50 DO 100 | N. 400 SDN 500 | at see less soit mit see non soo Dat d   | N: 1001 COL      | N 400 472 GW 400 823 FE FE GW 400 8                         | er est est sat sat sat sat sat sat sat                               | 00 000 000 000 000 000 000 000 000 000   | e an ac as an ac as as as as  | or set set sex set on on set sex o                               |   |  |                  |           | 7       | Step 4    | Receive applicat applicants of the  |                      |                 |  | HR notifies   |
| Date   | resi dale sem men stale assi assi min min  | Dec 400 and dat 300 to 000 and 400 and  | est and also the face shot and the sand  | AN  20 40 10 10 10 40 40 40 40 40 40 40 40 40 40 40 40 40                            | and and solic rojes from state traps been soon of  | THE RE USE ON NO PER PER USE OF  | FREE CESS VAN MOC CEAR GAS AND AND AND AND AND   | ***************************************  | and and the sale sale sale dall sale and sale and  | 20 00 00 00 00 00 00 00 00 00 00 00 00 0   |  |  |  | - 100 day and 200 day and 200 day and 200 day  | . ess day ess ess ess ago ess ess ess ess ess ess ess ess ess es                        | 200 MM 200 300 300 300 MM 446 500 3  | A DE COS COS DO FOR TOO SEE SEE COS  |  | AN 140 ED EM 500 DE 400 EM 180                       | And and and and and and and and and                         | C No. 400 SAF DAY 405 SEE SAF SAF CO.                                |  | - 101 102 103 103 105 105 105 105 105 105 105 105 105 105   |  |   |  |                  |           | 15      | Еþ        | HR, SME and/or<br>applications; ran<br>HR notifies appli  | ks a                 | ano             | d rat  | tes applicants;   |
| **************************************   | e new was neisk met new skie was new w   | a me sa oo   | er mor ave doz doż jan aud um. oce e   | N 100 407 405 105 105 105 405 405 405 405  | er sook may draft soot and sook draft sook in  | or see now have been been due not not see of   | is not one and one are fee are one or  | A 400 AND 402 AND 403 AND 405 AND  | en data des des des des des des des des  | 20 00 00 00 00 00 00 00 00 00 00 00 00 0   |  |  |  |  | N 764 254 254 254 255 256 256 256 256 256 256 256 256 256                               | AL 100 000 000 000 000 000 000 000 000 00  |  | A 100 100 100 100 100 100 100 100 100 10   | the sale way and and and and and                     | OF DAY AND WAS NOT USE THE SOUN                             |  |  |   |  |   |  |                  |           | >       | Step 6    | HR notifies applicable HR issues certification hiring manager, applicants of the                          | cate<br>and<br>ir st | e(s<br>no       | ) of<br>otification  | eligibles to the se eligible  |
| gebellenkermiskermiskermiskerstelste programme generales   | and the rate and feet state and take and take seen and state and   | 200 000 000 000 000 000 000 000 000 000   | 100 miles on the total one   | Mark 100 300 100 100 100 100 100 100 100 100   |  | and set out one one the ven see see see and see  | diverse on the second and the second  |  |  |  |  |  |  |  |   | and the case and t | Date have stay that save which which state save save stay stay stays   | AND THE CASE AND AND THE CO. THE CASE AND TH | 1 2 2 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5        |   | er m. m er er er en er er er er er er                                |  |   | - MET ERN ACT 1005 640- MET 640 CAT 1005 EVE 650- 480            | 60 MF DC COL DE DE TY THE DE DE COL DE DE DE DE COL DE | the second secon |                  |           | 19      | Step 7    | Managers review<br>& conduct intervi<br>make selection(s<br>and return cert(s                             | ews                  | s, o            | chec   | ck references,  |
|  | and the seas and the seas one state who was seas and seas |   | A may be not set out the total | A 200 CON TOTA CON TOTA CON CON CON TOTA CON     |  | THE THE SEE AND THE SEE SEE SEE SEE SEE SEE SEE SEE SEE S  | And the contract and the case take to the contract and th | 2 mar and mar  | And the rate and the the the the rate and the rate and the | 20 and 100 and | -  |  |  |  | or see one one one one one one one one one o  | of the test and th | est des tes me ses des des des des des des des des de  | and the case of th | N TO SEE OF THE SEE OF THE SEE OF THE SEE OF THE SEE |   | 00 000 000 000 000 000 000 000 000 000                               | 00 OUT DOT 100 ON OUT 100 ON OUT 100 ON OUT 100 ON OUT 100 ON                  |   | as our me and eas end the eet on one one of                      |   | 20 OF 40 OF  |                  |           | ယ       | Step 8    | Tentative job offe<br>period. E-mail t<br>specific instructio<br>complete security                        | tent<br>ons          | ati<br>an       | ve (<br>id lii   | offer letter and laks to  |
|  | The rate of the rate was not also also also also also also also also   | Age note you not not and you and you and you you are not not you not not not an | Age one date that this was been take use and this was been the case and this date that the this was the this was the case and the this was the this was the case and the case  | de son des ves son son son en ves ves ves ves en | No. 400 NO. 200 NO. 201 NO. 20 | All the state and the state are seen the state was test test and also are seen and all the  | And the contract can be contract contract can the contract can the contract can  | and the cost and the case and t | est eat see set est est est eat eat one set est est est est est est est                        | and the state of t |  |  |  |  |   | on one can the sale and  | A THE PART AND THE   | On that has the man and are now the took the over the took only one took and   | A 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1              |   | and out any out our eas one too too tas the out out like any see the | nex dan den men den ster |   | and day are up and and and cost and any arc and an and up, and a | ON ONE 400 400 400 400 400 400 400 400 400 40   |  |                  |           | 10      | ер        | Refer selectee de<br>suitability clearar<br>fingerprint select<br>needed. Obtain f<br>suitability notice/ | nce<br>ee,<br>avo    | an<br>inv       | nd/o<br>vite<br>ble  | r investigation;<br>into e-QIP as<br>security/  |
|  | 100 to 000 000 000 000 000 000 000 000 00  |   |  |  | 1 000 400 100 400 400 400 400 400 400 40   | The state and and the state and and  | to come and these cars cars cars cars cars cars cars   |  |  |  |  |  |  |  |   | _ vir and and out and out and out of   |  | A 100 cm etc   |  |   |  |  |   |  |   |  |                  |           | 2       | Step 10   | Official offer and notifies remaining selection was ma  | acc<br>g el          | ep<br>igi       | otan<br>bles   | ce period. HR<br>s that a   |
|  | 1 MAY 8400 MAIL MAIL MAIL MAIL MAIL MAIL MAIL MAIL   |   |  |  | C officers and see out the see of the see  |  | O 100 000 000 000 000 000 000 000 000 00   |  |  | to men ago que eta este eso este velo ago d  |  |  |  |  |   | X 450 and 450  | 2 very cost and cos and cost and cost  |  |  |   |  |  |   | 40 40 40 40 40 40 40 40 40 40 40 40 40 4                         | br 00 00 00 00 00 00 00 00 00 00 00 00 00   | 1  |                  |           | ਨੀ      | Step 11   | Coordination of E<br>(Actual effective  |                      |                 | nd l   | MAP action.   |

Delegated Examining (DE) and Merit Assignment Program (MAP) Template

|  | NANAMORIANI STATE  | sia manamenta introduccioni contractore de la contractore del la contractore del la contractore de la  | Management and the factor extra factors in the strain production of the strain of the  | e  |   |  |  | 2042040142042040404040404040404040404040   |   |               | Co-responsive members and construction of  |  | Certified  |
|--|--|--|--|--|---|--|--|--|---|---------------|--|--|--|
| as were one that was were our tone was not   | NOT THE WAY THE THE CASE OFF THE WAY T | 2 And 100 and  |  | 20 Care 100 and 100 an | ACT - |  | 20 cm ver een een een een een een  | X est des mil 100 100, 600 and des des des des des des des des des de  |   |               | >- 1850 1850 and wind have state that the chart chart which which we   | N AND THE BEST COL THE NAME AND THE BEST STATE THE   | 2210 - Info. Technology Specialist   |
| 12 day 424 day 100 day | - The case and was not the pass and was and was not and the pass and t | T como movo suas para para spara spara movo movo movo movo suas suas suas suas suas suas suas sua  | AND THE PARTY AN | **************************************   |   | 400 Mar and 100 me one one one one one one one   |  |  | 2<br>2<br>2<br>3<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>4<br>7<br>7<br>7<br>7<br>7 |               | - 90. AN 100 AN  | of mile and was which has not make may make any  | 1801 - Gen. Inspect., Invest. & Comp.  |
| THE REAL PROPERTY AND ADDRESS OF THE PROPERTY ADDRESS OF THE PROPERTY AND ADDRESS OF THE PROPERTY ADDRESS OF THE PROPERTY AND ADDRESS OF THE PROPERTY ADDRESS OF THE PROPE | CO 100 CO | T WAS CASE ONC WAS AND SING ONG CASE ONG NAME OF THE CASE OF THE C | And the state of the same of t | -  | **************************************  | \$ 100 min and and and and and and and and and an  | e angles on on our and on on   |  |   | NG 100 00     | At 100 300 500 500 100 100 100 100 500 500 100 A   | 400 MIN THE REC - OUT WIR MIN - OUT - ONE - OUT - OAK - OUT  | 1550 - Computer Science  |
| to not one, and and one  | Note who was the basis dails d | ) and the same and |  |  |   |  |  |  |   |               | er ver ver ver de jan toe de ver ver ver ver ver   | the man data are also then vite acts data doct tope type 3   | 1530 - Statistician  |
| the days also give man you wan wan one new too girl har  | the first was the first first first first first was the way the first fi | and the case does not then the the case of |  |  |   |  |  | 0 000 min 10 min | 1   |               | now with what when their most kinds take him has no  | a like hill dan dat fan det lade den lak tan vat de  | 1529 - Mathematical Statistician   |
| of this can day and the same that the this same that the   | and these comes present areas present areas areas areas areas comes areas area | i ann par sinn gill ann ann ann ann ann ann ann ann ann a  | The section and the section of the section and |  |   | the first state of the eart of the eart of   | It tooks out out out out out out   | 01 the set of the out of the out of the out of the out   | 200 200 200 200 200 200 200 200 200 200   |               | to the title and the title the title the title t | or one new new new new new new new new new n   | 1360 - Oceanography  |
| AL   | and the case was now one one of the case and the case and the case one one one of the case | C 100'- 100' |  |  | * not see our see our see our not   |  |  | 10 tols not see 100 tols not   | 2   | *             | 17 call left day left day day left day  |  | 1340 - Meteorologist   |
|  | *** *** *** *** *** *** *** *** *** **   | 4 001 001 001 101 101 101 101 101 101 10   |  | C  |   |  | ***************************************  | 2  | ***   |               | A new man deal deal date date date date was not a  | e man and and and and one thin just inco one to  | 1320 - Chemistry   |
| 000 000 000 000 000 000 000 000 000 00   | or one can have the one one one one one one one one one on   | 24 - 24 - 24 - 25 - 25 - 25 - 25 - 25 -  |  | THE COLUMN COLUM | 10 The Total Cole and the Cole | 400 per este ses ant tax and and and other   | 10 THE COL SEC. SEC. SEC. SEC. SEC. SEC. SEC.  | 75 MT 100 400 400 MT 100 MT 10 | An east once and once on an   |               | No. (89: 240) 240, 410, 410, 410, 280, 280, 090, 090, 190, 120, 120, 120, 120, 120, 120, 120, 12   | 2 200 100 100 100 100 100 100 100 100 10   | 1315 - Hydrology   |
| qui par sua des con con une co | न्हार तथा  | E dec des est est des est (NE 500 500 400 400 400 400 400 400 400 400  | 100 Apr 000 Ap | at the opt off the soft one att all the op   | the sec are un op up or or or o   | - NA  | and and were free trans like and and   | 25 400 500 100 100 100 100 100 100 100 100 1   | MI case dan da ano de de di   |               | DE 500 FOR 100 MB 100 IDS 100 MB 100 FOR 100 MB 100 | es dan ann ann ann ann ann ann ann ann ann   | 9  |
|  | est une des des des des des des des des des de   |  |  | 12 Sec. 100. 400. 400. 400. 400. 400 400 400 400   | of the test and the dat and one has the   | A 100 MIN AND WAS AND WAS AND WAS AND  | an angles one and and and and and and  | ALL ARE THE THE ARE THE THE THE THE THE THE  |   |               | ar- 200 san ban ban ada ada san san san san san  | C other bilds that date date and the table to the control of   | 1301 - Physical Scientist  |
|  | · · · · · · · · · · · · · · · · · · ·  | * THE LAST SEC AND SEC |  |  |   | -  | * mpo m m m m m m m  | 10 10 10 10 10 10 10 10 10 10 10 10 10 1   |   |               |  | A 100 to  | 1224 - Patent Examiner   |
|  | 400 mile and 100 m | 4 Mar 10 Mar   |  | -  |   |  |  | 20 to 100 |   |               | is state and see mer may been used upon any  | or and man and not man and man and man and and and and and and and and and a   | 1140 - Trade Specialist  |
|  | ***************************************  |  |  | * B B B B B B B B B B B B B B B B B B B  | 9 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1   |  |  |  | 8<br>8<br>8<br>8  |               | AC AND   |  | 1102 - Contract Specialist   |
| Tel  | and the case and the case was the case and t | and made where made about take state was near fathe from them them there has a   | Total case and one one are not are not one are and an are  | 2  | - 20 000 000 000 000 000 000 000 000 000  |  |  | m on m m of m on m on m on m   |   |               | and and they have have view to the test to the test and  | no our not see, may says not one over one of the out of  | 1101 - Gen. Business and Industry  |
|  |  | A 100 DE   |  | ******   | -   |  | # of an an an an an an an  |  |   |               | AN HOLE AND THE AND THE REG AND THE REG AND THE  |  | 0905 - General Attorney  |
| to due son the task see one out the see out to the see out the see out to the see out the  | des riche and des cates para des sons man en man cate cate de des cates des vois des vois des cates des vois des cates des cates des vois des cates de cates | on the raw one was too too too too too too too too too to  | Se outre des des autres per set des  | as Service and and and one one one one   |   | - AND DEC SEC SEC SEC SEC SEC SEC SEC SEC SEC S  | 00 CAMPOOL DEC DOS DEC DAS DES DEC DAS DES DEC   | 50 COL UND UND UND COPE EAST COD (SEE DOIN 100 TO 1 |   |               | del dell test des  | The sales can can one can  | 0800 - Engineering and Architecture  |
| de des des des des des des des des des d   | and the conditions which the conditions are not one or one of the conditions are not one of the  | Are the rest five use two  | notes and any any and does not not seen got one  |  | and the contract on the contract on the   |  |  | on the sale of the sale sale sale sale sale sale sale sal  |   |               | AS SHOW THE  | 2 PRÀ YOTO TOTO TOTO TOTO TOTO TOTO TOTO TOT   | 0511 - Auditing  |
| all the part of th | one and one also was now and now and now and now and one and one and one   | a des ess ess ess ess ess ess ess ess ess  |  | 2  |   |  | NA 400 AND 400 AND 500 AND 400 | AL   | 1   |               | A year tills side one side year was man mad tide and   | and the last and the same and t | 0500 - Accounting and Budget (w/ 0511)   |
| 20 and 200 feet and 200 and 20 | And the first was the first was the test the test test test test test  | 2 of 10 of 1 | Con the may also see the see t |  |   |  |  |  |   |               | de did des des des des des des ests mes des des  |  | 0482 - Fishery Biologist   |
| and the case and t | 1 and the vers see that the very see that the vers to the  | It don't wan dan dah dah dan dan dan dan dan dan dan dan dan   | And the day out the same one can see out on the party of the same  | St. 200 500 500 500 500 500 500 500 500 500  |   | C 100 (Ac 100 AC | on can and any one ent we maybee and   |  |   |               | - 2 and 2 an |  | 0343 - Management Program Analyst  |
|  |  |  |  |  |   |  |  |  |   |               |  |  | 0303 - Misc. Clerk & Assistant   |
| 100 and 100 to 1 | 多 化 化 化 化 化 化 化 化 化 化 化 化 化 化 化 化 化 化 化  | E 900 AN 400 AN 400 AN  | TO AND   |  |   | 0 400 De 100 ME 400 VOS 100 ME 100 V   |  | AND  |   |               | - ON OIL  | Con the same and then the thin | 0301 - Misc. Admin. & Program Mgmt   |
| A 200 000 000 000 000 000 000 000 000 00   | THE PART AND THE P | 20 and 900 day 100 and |  |  |   |  |  |  |   |               | THE COST AND COST COST COST COST COST COST COST COST   | To the heal and the seal and new soon over new to  | 0201 - Human Resources   |
| 100 to 10 | AND THE PART AND T | CO THE   |  |  |   |  |  |  |   |               |  |  | 0110 - Economist   |
| ,  |  |  | ,  |  |   |  |  | ***************************************  |   |               |  | 47   |  |
| 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3  |  |  |  |  |   |  |  |  |   |               |  |  | SHRO-wide  |
| 70   |  |  | 19   |  | 3   | 7  | 2  | 2  | <u>D</u>  | DOC STD       | Days:  |  |  |
| 10 Step 11   | 9 Step   | Step 8   | Step 7   | Step 6   | Step 5  | Step   | 2 Step 3   | 1 Step   | Step  |               | Calendar   | EODs):   |  |
| selection was m<br>Coordination of<br>(Actual effective  | suitability cleara<br>fingerprint select<br>needed. Obtain<br>suitability notice<br>Official offer and<br>notifies remaining   | Tentative job of period. E-mail specific instruct complete securing Refer selectee of the securing security.   | Managers revie<br>& conduct inter-<br>make selection(<br>and return cert(  | HR notifies app<br>HR issues certif<br>hiring manager,<br>applicants of the  | HR, SME and/o<br>applications; rai<br>HR notifies app   | Receive applica  | the HR practitio<br>HR posts JOA twebsite.   | case file, and cr<br>Final draft JOA<br>manager for ap   | SF-52 recruitme   | Hiring Proces | Actions (i.e., EODs) complete w/in 80  | Total # of<br>Complete<br>Hiring<br>Actions<br>(i.e.,  | Group  |
| nad<br>EC  | tee<br>fav<br>e/co   | terion:  | w a<br>/iev<br>(s) !<br>s) t   | ica<br>an  | r Pa<br>nks<br>lica   | air (  |  | eat<br>is r  | ent   | s S           | # K III  | NAMES AND PROPERTY OF THE PERSON OF THE PERS |  |
| e.<br>D  | e a<br>e, ir<br>onfi<br>cce<br>elig  | nta<br>s a<br>anc  | ipp<br>vs,<br>by a   | te(  | ane<br>an   | etat   | -  | tes<br>evi<br>val  | pad   |               |  |  | Reporting Period:  |
| and  | nd/o<br>nvite<br>able<br>rmat<br>ptan  | tive on the line of the line o | licati<br>che<br>anno<br>IR.   | s) of<br>otific  | el ev   | hie  | OPM  | draf<br>ewe  | ckag  |               | не: «Основа Ванина» примерия в поприменение фер  | тупуна аменала жененененененененененененененененененен   | Servicing HR Office:   |
|  | r investigation;<br>into e-QIP as<br>security/<br>ion.   | offer letter and nks to ability info.  | ck references,<br>stating cert(s)  | eligibles to the   | aluates<br>tes applicants;<br>tatus.  |  | USAJOBS  | t JOA.<br>d by hiring  | e submitted to  | scriptions:   | for non-<br>sed and<br>us. (Report<br>ve during  | sl: Template for non-<br>sl MAP are us∈d and<br>en-continuous. (Rep<br>at are effective during   | End-to-End (E2E) 80-Day Hiring Model: Template for non-SES/ST/SL positions when both DE and MAP are used and JOAs posted on USAJobs, including open-continuous. (Reponly Enter-On-Duty and MAP actions that are effective during the specified time period.) |
| - Grassian de Contractor de Co | nonemon de recentra participa de destados de la compansa del la compansa de la co | empiate  | WAT) lem   | Gram (w  | 7   | Jillen   | Assignme   | Q Werit  |   |               | cxamining  | Delegaled  |  |

effective during the specified time period.) End-to-End (E2E) Hiring Wodel: Template for SES/SL/ST positions when JDAs posted on USAJobs. (Report only Enter-On-Duty actions

Bureau:

FY and Quarter:

Selectee's Name

Position

Date of Approval to Recruit

**EOD Date** 

# Days