_W. J. Fleming (signature)_

**Approved for Release**
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**Deputy Chief Human Capital Officer**

March 12, 2012
Date

# DEPARTMENT OF COMMERCE
## OFFICE OF HUMAN RESOURCES MANAGEMENT

## HUMAN RESOURCES (HR) BULLETIN #148, 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**EXPIRATION DATE:** Effective until cancelled or superseded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 #139, FY11, dated March 31, 2011

**REVISIONS:** This bulletin updates the reporting requirements for Fiscal Year (FY) 2012 and beyond to include data on: 1) open continuous announcements, 2) all actions (mission-critical and non-mission-critical) when a Job Opportunity Announcement (JOA) is posted on USAJOBS, 3) Departmental mission-critical occupations, and the Department-wide commonly filled occupation, 0303 – *Miscellaneous Clerk and Assistant Series,* highlighted separately, and 4) all Senior Executive Service (SES), Senior Level (SL), and Scientific/Professional (ST) positions when a JOA is posted on USAJOBS. In addition, the recommended number of days for Step 1 and Step 2 for competitive and excepted service positions has been modified. The bulletin also provides for historical purposes, the previous reporting requirements effective FY 2011, Quarter (Q)3, and those that became effective FY 2011, Q4.

**BACKGROUND:** A key part of President Obama's Administration 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 agencies use an 80-day standard model for non-SES/SL/ST positions for E2E hiring.

In a memorandum entitled "Improving the Federal Recruitment and Hiring Process," dated May 11, 2010, 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 (CHCO) Council to develop guidelines for measuring and reporting time-to-hire information.

**COVERAGE:** This bulletin applies to all hires when the JOA is posted on USAJOBS, including excepted service, SES, SL, ST 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:** Below describes 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.

**<u>Competitive and Excepted Service Positions (Non-SES/SL/ST)</u>**
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.

**Step 1: 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.

**Step 4: Days 9–15 (7 days)** – 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 through the automated hiring system/USAJOBS are automatically notified of the status of their application (e.g., application received). HR provides hard copy notification for those who do not apply through USAJOBS.

**Step 5:** 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).

**Step 6:** 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).

**Step 7:** Days 32–50 (19 days) – 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.

**Step 9:** Days 54–63 (10 days) – 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.

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

**Step 11:** 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 (QRB) 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 cases.)

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 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.

## CURRENT REPORTING REQUIREMENTS

Effective Fiscal Year 2012, Q1 – Using the attached templates, each SHRO is required to submit the following quarterly reports to the OHRM, OHCS. As reflected on the attached templates, data is required for all actions when a JOA is posted on USAJOBS and a selection is made. The SHRO-wide data row is 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 requires the data specific to each Departmental mission-critical occupation, with the Department-wide commonly filled occupation (0303 Miscellaneous Clerk and Assistant Series) to be highlighted separately. The first three templates are to be used to report non-SES/SL/ST hiring actions, and the fourth template is to be used to report SES/SL/ST actions. Each step of the non-SES/SL/ST process must be annotated with an accurate numerical value (including zero), using the appropriate averaging method as defined below. In addition, each SHRO must submit 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

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 End-to-End (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, Office of Executive Resources, with a copy to the PHRM and to OHRM/OHCS, their End-to-End 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 against <u>all</u> E2E steps.

- When hiring actions are the result of subsequent requests, the hiring timeline will be tracked against the <u>applicable</u> 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 |
| B | 4 | 12 |
| C | 3 | 0 |
| D | 1 | 9 |

Step 1 simple average = $(2 + 4 + 3 + 1) \div 4$
$$= 10 \div 4$$
$$= 2.50 \approx 3 \text{ days}$$

Step 2 simple average $= (8 + 12 + 0 + 9) \div 4$
$$= 29 \div 4$$
$$= 7.25 \approx 7 \text{ days}$$

<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) | 1 | 9 |

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

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

**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 http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf

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# Delegated Examining (DE) Template

### Hiring Process Step Descriptions: (measured in calendar days)

| Step | DOC STD | Description |
|---|---|---|
| Step 1 | 4 | SF-52 recruitment package submitted to HR; HR reviews package, establishes case file, and creates draft JOA. |
| Step 2 | 2 | Final draft JOA is reviewed by hiring manager for approval and submitted to the HR practitioner. |
| Step 3 | 2 | HR posts JOA to the OPM USAJOBS website. |
| Step 4 | 7 | Receive applications and HR notifies applicants of their status. |
| Step 5 | 15 | HR and/or SME and/or Panel Members evaluate applications; rank and rate applications; HR notifies applicants of status. |
| Step 6 | 1 | HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status. |
| Step 7 | 19 | Hiring managers review applications, schedule and conduct interviews, check references, make selection(s) by annotating cert(s) and return cert(s) to HR. |
| Step 8 | 3 | Tentative job offer and acceptance period. E-mail tentative offer letter and specific instructions and links to complete security and suitability info. |
| Step 9 | 10 | Refer selectee docs to YSO to initiate suitability clearance and/or investigation; fingerprint selectee and invite into e-QIP as necessary. Obtain favorable OSY security/ suitability notification/confirmation memo. |
| Step 10 | 2 | Official offer and acceptance period. HR notifies remaining eligibles that a selection was made. |
| Step 11 | 15 | Coordination of EOD and MAP action. (Actual effective date) |

| Group | Total # of Complete Hiring Actions (i.e., EODs): | # of Hiring Actions (i.e., EODs) complete w/in 80 Calendar Days: | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 | Step 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SHRO-wide | | | | | | | | | | | | | |
| **Occupational Series (MCO and Commonly Filled)** | | | | | | | | | | | | | |
| 0110 - Economist | | | | | | | | | | | | | |
| 0201 - Human Resources | | | | | | | | | | | | | |
| 0301 - Misc. Admin. & Program Mgmt | | | | | | | | | | | | | |
| 0303 - Misc. Clerk & Assistant | | | | | | | | | | | | | |
| 0343 - Management Program Analyst | | | | | | | | | | | | | |
| 0482 - Fishery Biologist | | | | | | | | | | | | | |
| 0500 - Accounting and Budgeting | | | | | | | | | | | | | |
| 0800 - Engineering and Architecture | | | | | | | | | | | | | |
| 0905 - General Attorney | | | | | | | | | | | | | |
| 1101 - Gen. Business and Industry | | | | | | | | | | | | | |
| 1102 - Contract Specialist | | | | | | | | | | | | | |
| 1140 - Trade Specialist | | | | | | | | | | | | | |
| 1224 - Patent Examiner | | | | | | | | | | | | | |
| 1301 - Physical Scientist | | | | | | | | | | | | | |
| 1310 - Physicist | | | | | | | | | | | | | |
| 1315 - Hydrology | | | | | | | | | | | | | |
| 1320 - Chemistry | | | | | | | | | | | | | |
| 1340 - Meteorologist | | | | | | | | | | | | | |
| 1360 - Oceanography | | | | | | | | | | | | | |
| 1529 - Mathematical Statistician | | | | | | | | | | | | | |
| 1530 - Statistician | | | | | | | | | | | | | |
| 1550 - Computer Science | | | | | | | | | | | | | |
| 1801 - Gen. Inspect., Invest. & Comp. | | | | | | | | | | | | | |
| 2210 - Info. Technology Specialist | | | | | | | | | | | | | |

Certified _____  Date _____

# Merit Assignment Procedure (MAP) Template

**End-to-End (E2E) 80-Day Hiring Model:** Template for non-SES/SL/ST 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.)

Servicing HR Office: _____

Reporting Period: _____

| Group | Total # of Complete Hiring Actions (i.e., EODs): | # of Hiring Actions (i.e., EODs) complete w/in 80 Calendar Days: | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 | Step 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 submitted to the HR practitioner. | HR posts JOA to the OPM USAJOBS website. | Receive applications and HR notifies applicants of their status. | HR and/or SME and/or Panel Members evaluate applications, rank and rate applicants; HR notifies applicants of status. | HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status. | Hiring managers review applications, schedule and conduct interviews, check references, 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 and invite into e-QIP as necessary. Obtain favorable OSY security/ suitability notification/confirmation memo. | Official offer and acceptance period. HR notifies remaining eligibles that a selection was made. | Coordination of EOD and MAP action. (Actual effective date) |
| DOC STD | | | 4 | 2 | 2 | 7 | 15 | 1 | 19 | 3 | 10 | 2 | 15 |
| SHRO-wide | | | | | | | | | | | | | |
| **Occupational Series (MCO and Commonly Filled)** | | | | | | | | | | | | | |
| 0110 - Economist | | | | | | | | | | | | | |
| 0201 - Human Resources | | | | | | | | | | | | | |
| 0301 - Misc. Admin. & Program Mgmt | | | | | | | | | | | | | |
| 0303 - Misc. Clerk & Assistant | | | | | | | | | | | | | |
| 0343 - Management Program Analyst | | | | | | | | | | | | | |
| 0482 - Fishery Biologist | | | | | | | | | | | | | |
| 0500 - Accounting and Budgeting | | | | | | | | | | | | | |
| 0800 - Engineering and Architecture | | | | | | | | | | | | | |
| 0905 - General Attorney | | | | | | | | | | | | | |
| 1101 - Gen. Business and Industry | | | | | | | | | | | | | |
| 1102 - Contract Specialist | | | | | | | | | | | | | |
| 1140 - Trade Specialist | | | | | | | | | | | | | |
| 1224 - Patent Examiner | | | | | | | | | | | | | |
| 1301 - Physical Scientist | | | | | | | | | | | | | |
| 1310 - Physicist | | | | | | | | | | | | | |
| 1315 - Hydrology | | | | | | | | | | | | | |
| 1320 - Chemistry | | | | | | | | | | | | | |
| 1340 - Meteorologist | | | | | | | | | | | | | |
| 1360 - Oceanography | | | | | | | | | | | | | |
| 1529 - Mathematical Statistician | | | | | | | | | | | | | |
| 1530 - Statistician | | | | | | | | | | | | | |
| 1550 - Computer Science | | | | | | | | | | | | | |
| 1801 - Gen. Inspect., Invest. & Comp. | | | | | | | | | | | | | |
| 2210 - Info. Technology Specialist | | | | | | | | | | | | | |

Certified _____

Date _____

# Delegated Examining (DE) and Merit Assignment Procedure (MAP) Template

**End-to-End (E2E) 80-Day Hiring Model:** Template for non-SES/SL/ST positions when both DE and MAP are used and JOAs posted on USAJobs, including open-continuous. (Report only Enter-On-Duty and MAP actions that are effective during the specified time period.)

**Servicing HR Office:**

**Reporting Period:**

| Group | Total # of Complete Hiring Actions (i.e., EODs): | # of Hiring Actions (i.e., EODs) complete w/in 80 Calendar Days: | Hiring Process Step Descriptions: (measured in calendar days) — DOC STD | Step 1 — SF-52 recruitment package submitted to HR; HR reviews package, establishes case file, and creates draft JOA. (4) | Step 2 — Final draft JOA is reviewed by hiring manager for approval and submitted to the HR practitioner. (2) | Step 3 — HR posts JOA to the OPM USAJOBS website. (2) | Step 4 — Receive applications and HR notifies applicants of their status. (7) | Step 5 — HR and/or SME and/or Panel Members evaluate applications; rank and rate applicants; HR notifies applicants of status. (15) | Step 6 — HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status. (1) | Step 7 — Hiring managers review applications, schedule and conduct interviews, check references, make selection(s) by annotating cert(s) and return cert(s) to HR. (19) | Step 8 — Tentative job offer and acceptance period. E-mail tentative offer letter and specific instructions and links to complete security and suitability info. (3) | Step 9 — Refer selectee docs to OSY to initiate suitability clearance and/or investigation; fingerprint selectee and invite into e-QIP as necessary. Obtain favorable OSY security/suitability notification/confirmation memo. (10) | Step 10 — Official offer and acceptance period. HR notifies remaining eligibles that a selection was made. (2) | Step 11 — Coordination of EOD and MAP action. (Actual effective date) (15) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SHRO-wide (mission-critical and non mission-critical) | | | | | | | | | | | | | | |
| **Occupational Series (MCO and Commonly Filled)** | | | | | | | | | | | | | | |
| 0110 - Economist | | | | | | | | | | | | | | |
| 0201 - Human Resources | | | | | | | | | | | | | | |
| 0301 - Misc. Admin. & Program Mgmt | | | | | | | | | | | | | | |
| 0303 - Misc. Clerk & Assistant | | | | | | | | | | | | | | |
| 0343 - Management Program Analyst | | | | | | | | | | | | | | |
| 0482 - Fishery Biologist | | | | | | | | | | | | | | |
| 0500 - Accounting and Budgeting | | | | | | | | | | | | | | |
| 0800 - Engineering and Architecture | | | | | | | | | | | | | | |
| 0905 - General Attorney | | | | | | | | | | | | | | |
| 1101 - Gen. Business and Industry | | | | | | | | | | | | | | |
| 1102 - Contract Specialist | | | | | | | | | | | | | | |
| 1140 - Trade Specialist | | | | | | | | | | | | | | |
| 1224 - Patent Examiner | | | | | | | | | | | | | | |
| 1301 - Physical Scientist | | | | | | | | | | | | | | |
| 1310 - Physicist | | | | | | | | | | | | | | |
| 1315 - Hydrology | | | | | | | | | | | | | | |
| 1320 - Chemistry | | | | | | | | | | | | | | |
| 1340 - Meteorologist | | | | | | | | | | | | | | |
| 1360 - Oceanography | | | | | | | | | | | | | | |
| 1529 - Mathematical Statistician | | | | | | | | | | | | | | |
| 1530 - Statistician | | | | | | | | | | | | | | |
| 1550 - Computer Science | | | | | | | | | | | | | | |
| 1801 - Gen. Inspect., Invest. & Comp. | | | | | | | | | | | | | | |
| 2210 - Info. Technology Specialist | | | | | | | | | | | | | | |

Certified _____     Date _____

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

Bureau:

FY and Quarter:

| Selectee's Name | Position | Date of Approval to Recruit | EOD Date | # Days |
|---|---|---|---|---|