

RECRUITMENT	
KEY ELEMENTS	SUGGESTED PERFORMANCE INDICATORS
<p><i>The agency has a recruitment system that:</i></p> <ul style="list-style-type: none"> • Identifies the challenges involved in attracting a high-quality workforce • Establishes competency gap reduction goals and develops action plans to address current and future competency gaps • Uses appropriate hiring flexibilities and tools • Attracts and hires applicants who possess needed mission-critical competencies 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> • The goals of recruiting for mission-critical occupations and competency gap reduction are established and documented in the agency's strategic planning (or strategic human capital planning) process and tracked through the agency's accountability system. • Recruitment strategies are created to maintain mission-critical competencies at the desired level using business forecasting and workforce analysis results. • Statistical data are analyzed related to the relative success of various types of appointments and recruitment flexibilities. • The agency conducts "lessons learned" or other evaluation activities and uses the findings to make improvements. • New hire follow-up (e.g., supervisory assessment of the employee's productivity, adjustment to the job, and adjustment to the work environment) is conducted. <p><u>Compliance Indicators</u></p> <ul style="list-style-type: none"> • The agency closes skill gaps in mission-critical occupations in accordance with the Chief Human Capital Officers Act (CHCO Act) (5 U.S.C. 1103(c)). • When OPM delegates examining or other personnel management authorities to the agency under the auspices of 5 U.S.C. 1104, the agency complies with the standards established by OPM and with merit system principles.

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<p><i>The agency has a recruitment system that:</i></p> <ul style="list-style-type: none"> Involves senior leaders and managers in recruitment planning and the implementation of strategic recruitment initiatives to attract talent 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> Adequate staff with the requisite competencies are allocated to the recruitment and hiring process commensurate with workload. Senior leaders and managers manage resources and participate in job analysis and in the planning, communication, and evaluation of recruitment strategies. Information is provided to senior managers on a regular basis including: <ul style="list-style-type: none"> Actual versus budgeted staffing levels Recruitment effectiveness based on an assessment of the quality of hires, timeliness in filling positions (e.g., use of 45-day model, 30-day model for Senior Executive Service (SES), or similar hiring model), and diversity statistics Turnover rate for mission-critical occupations by grade/pay band and location. Senior leaders and managers assist human resources (HR) staff in implementing strategic recruitment initiatives, including participation in such activities as recruitment fairs and outreach programs and visits to schools. Training classes, intranet, and other forms of guidance provide information to senior leaders and managers on available staffing options. <p><u>Compliance Indicator</u></p> <ul style="list-style-type: none"> As prescribed by the CHCO Act (5 U.S.C. 1103(c)), the agency holds managers accountable for effective and efficient human resources management that supports the mission in accordance with merit system principles.

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<p><i>The agency has a recruitment system that:</i></p> <ul style="list-style-type: none"> Utilizes aggressive and multi-faceted strategies when competing for desired talent 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> The agency's recruitment strategies include assessment of sources, such as professional organizations, colleges/universities, veterans' organizations, state and private disability and rehabilitation offices, and community groups likely to yield high quality and diverse candidates. Recruitment strategies have been developed based on an analysis of the primary sources for qualified applicants. Ongoing relationships are established and maintained with recruitment sources such as: <ul style="list-style-type: none"> Colleges and universities, outplacement organizations, professional associations Veterans' organizations and special programs for veterans (e.g., Veterans Invitational Program (VIP)) Recruitment fairs (e.g., fairs sponsored by the Office of Personnel Management (OPM) or special interest groups) Special programs/organizations supporting people with disabilities (e.g., Department of Defense (DoD) Computer/Electronic Accommodation Program (CAP), deaf and hard of hearing in Government, rehabilitation institutions, vocational rehabilitation). Recruitment flexibilities and appointing authorities authorized by OPM (e.g., direct hire, category rating, language expertise) are publicized widely throughout the agency and are used to enhance recruitment scope and timeliness.

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<i>The agency has a recruitment system that:</i>	
	<ul style="list-style-type: none"> • Additional recruitment flexibilities are requested if needed and are justified by a human capital business case. Necessary funding is provided to support implementation of the flexibilities. • Managers are able to make valid selections from lists of high-quality candidates.
<ul style="list-style-type: none"> • Reviews recruitment, hiring, and merit promotion programs to ensure fair hiring and assess overall results 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> • Recruitment activities are evaluated to assess factors such as: <ul style="list-style-type: none"> – Return on investment – Cost effectiveness of various media and other recruitment sources in generating qualified and available applicants – Quality and quantity of applicants – Timely notification of applicants throughout the selection process regarding the status of their resumé/application – Timeliness (e.g., use of 45-day model, 30-day model for SES, or similar hiring models) – Applicant and manager satisfaction with the application process – Reasons for declination of job offers – Recruitment strategies and flexibilities that are most effective in meeting agency needs – Reasons (e.g., poor fit between the employee and job requirements) for resignations and separations within the first year after appointment. • Managers and HR staff are trained on the merit system principles, legal requirements, and other policies governing Federal employment. • Audit and evaluation results (e.g., OPM, Government Accountability Office (GAO), and Inspector General (IG)) are used to drive process changes when systemic problems are identified.

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<i>The agency has a recruitment system that:</i>	
	<p><u>Compliance Indicators</u></p> <ul style="list-style-type: none"> • The agency examines (when authorized by OPM delegation), appoints, promotes, and reassigns employees consistent with merit system principles (5 U.S.C. 2301) and other pertinent laws, rules, and regulations (e.g., the Uniform Guidelines in 5 CFR 300.103). • The agency's annual self-audit of delegated examining operations demonstrates operations are accomplished in accordance with OPM procedural requirements as delegated under the authority of 5 U.S.C. 1104.
<ul style="list-style-type: none"> • Ensures application and decision-making processes are not unduly burdensome or time consuming. 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> • The agency establishes an "applicant friendly" process for applying for jobs that includes: <ul style="list-style-type: none"> – Vacancy announcements, application instructions, recruitment brochures, and marketing products that target the desired applicant pool(s) and are clearly written in plain language, attractive, and informative; are easily accessible; and highlight benefits (e.g., work/life flexibilities, Federal Employees Health Benefits, Employee Assistance Program, Flexible Spending Accounts, defined-benefit pension plan, Thrift Savings Plan, life insurance, and long-term care insurance) – Regular communication about the status of an individual's resume/application as well as answers to applicant questions (as evidenced by correspondence records) – A timely decision-making process. • Data from applicant surveys and entrance interviews reflect a positive experience for applicants. • Length of time to hire is consistent with recommended hiring models.