

Recruitment Elements End-to-End Hiring Roadmap

ELEMENTS AND TASKS

Create or Refine Agency Brand (as necessary)

Ownership: Managers

Maximum number of calendar days: 6 months prior to fiscal year (in conjunction with workforce planning)

- Develop an agency “brand” and branding strategies to build credibility with employees and potential applicants. Large agencies may want to develop an agency brand in addition to brands for bureaus and component agencies
- Develop strategies to implement the brand; branding the job is also important
- Ensure brand execution on the website
- Create recruiting materials and e-recruiting tools that reflect the agency brand
- Conduct brand audit to understand the internal state of the brand (e.g., What do employees and new hires think about the agency brand? Does the agency have any “off-brand” recruiting materials? Are potential applicants aware of the brand?)

Helpful Hint: Large agencies may find it difficult to create a consistent brand that applies to all its components. Find a unified theme that best describes the mission of the agency. Also,

consider how well the brand will translate across the country.

Select and Train Recruitment Team

Ownership: Managers, Human Resources Office

Maximum number of days: On-going.

- Create a recruiting toolkit for the recruitment team and “train the trainer” materials
- Select a cadre of effective and diverse recruiters with the right competencies to market the agency mission and its careers; recruitment teams should comprise a variety of career employees (e.g., managers, recent college graduates/new hires, human resources practitioners, “veterans” of the agency) who are in the kind of jobs for which the agency is recruiting
- Train recruiters on recruitment functions, protocols, roles and responsibilities in the recruiting process
- Designate an individual and/or committee to work with the recruitment faculty at colleges, universities, downsizing industries, military transition centers, or other institutions that might provide a source of qualified candidates
- Designate someone to identify and build relationships with professional organizations
- Review training materials frequently to ensure information is current

Helpful Hint: Include in your training program information on appointing authorities and recruitment, relocation, retention and other incentives.

Create Recruitment and Staffing Plans

Ownership: Managers, Human Resources Office

Maximum number of calendar days: 6 months prior to fiscal year.

- Align recruitment plan with the agency workforce plan, staffing acquisition plan, succession plan, affirmative employment plan, retention plan and other human capital initiatives
- Set an overall recruitment vision for the agency and articulate goals, objectives, expectations and accountability
- Request input from stakeholders in the development of recruitment strategies
- Identify skills gaps
- Create an evaluation plan
- Review career paths and utilize individual developmental plans
- Analyze retirement projections and exit interview survey data
- Analyze staffing needs
- Identify incentives, such as student loan repayments and recruitment and relocation incentives to attract high-quality candidates. Incentives must be aligned with the agency's strategic priorities and performance and funded within existing budgetary resources
- Establish a mechanism to communicate with stakeholders groups

- Select recruiting metrics (e.g., applicants per recruiting source, recruitment yield, high-quality candidate ratio) and establish measures for assessing the effectiveness of individual recruitment activities (e.g., qualified applicants return on investment (ROI), offers ROI, hires ROI)
- Identify talent pools and recruitment methods
 - Study labor market
 - Determine skills sets of talent pools
 - Determine positions needing additional sourcing
 - Identify recruiting sources:
 - Colleges and universities with strong undergraduate and/or graduate programs in relevant areas
 - Job fairs
 - Career placement offices
 - Professional organizations
 - Advertisements in professional association publications
 - In-person presentations at professional gatherings (e.g., luncheons, conferences)
 - Internet
 - Resume banks
 - Job announcements on listserv
 - Job boards (e.g., private sources, as well as USAJOBS)
 - Online forums (i.e., blogs)
 - Industry-specific publications (advertise)
 - Military transition centers and veterans organizations
 - Employee referrals
 - Applicant search firms
 - State employment offices
- Determine internal and external applicant sources (both competitive and non-competitive).

Identify Career Patterns

Ownership: Managers

Maximum number of calendar days: 90 days prior to fiscal year (in conjunction with workforce planning).

- Develop strategies to connect employees to the career path they want to be on and identify Career Patterns dimension such as time in career, mobility, permanence and flexible arrangements. For information on the Career Pattern initiative refer to http://www.opm.gov/hcaaf_resource_center/careerpatterns/.

Helpful Hint: Market the competitive Federal benefits package (e.g. annual leave, sick leave, health insurance, retirement) and work-life programs to attract the next generation of Federal employees, as well as experienced workers with appropriate competencies.

Develop Marketing Strategies

Ownership: Managers, Human Resources Offices

Maximum number of calendar days: 90 days prior to fiscal year (in conjunction with workforce planning)

- Create or improve recruiting page on agency's website to communicate effectively with applicants
- Select job posting websites to reach desired talent; include non-traditional marketing as part of the overall recruiting efforts to reach out to a diverse applicant pool
- Improve and streamline job opportunity announcements to ensure the information is clear and understandable to applicants
- Provide a realistic job preview to applicants; employment branding must be in sync with what the job is really like
- Survey the new-hires who were a good fit in their jobs and organizations at milestone points throughout their first year in the position to gauge their satisfaction with agency recruiting strategies; obtain their suggestions on ways to attract high-quality applicants

Helpful Hint: Share proven recruitment strategies and marketing models that work for the agency with its departments/components; this approach will eliminate costly and inefficient practices in the agency; establish a central resource center facilitates intra-agency distribution of information.

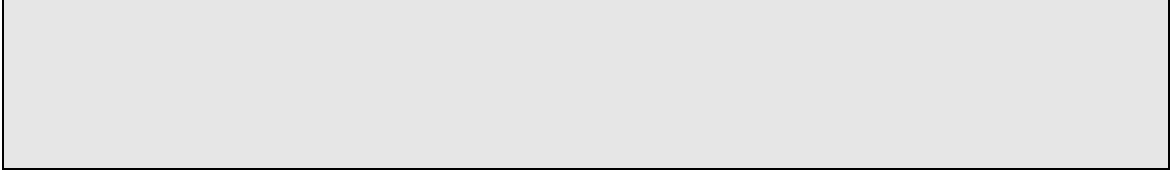
Cultivate Relationships and Build Networks

Ownership: Managers

Maximum number of calendar days: On-going

- Establish relationships with community colleges, four-year colleges and universities and professional organizations to draw from a cross-section of society (including, for example, historically black colleges and universities, Hispanic-serving institutions, women's colleges and schools with international programs)
- Partner with professional organizations that reach out to diverse applicant pools
- Develop effective relationships with university career placement offices, faculty and student and alumni organizations and keep them informed of internship opportunities and vacancy announcements
- Provide colleges and universities with data on projected hiring needs and skills that will be on demand in the future so they can tailor their courses to address those needs; partner with targeted universities in curriculum design
- Develop recruitment strategies (or localized marketing efforts) to fill a particular skills gap (e.g., military transition centers to fill acquisition gaps)
- Host speaking engagements at local middle and high schools to educate students about your agency's mission and careers and grow the next generation of applicants
- Develop targeted recruitment strategies for specific skills needed (e.g., partnership with Federal Acquisition Institute).

Helpful Hint: Partner with student, employee and professional organizations to conduct workshops on how to apply for a Federal government job and/or provide materials online to help educate applicants

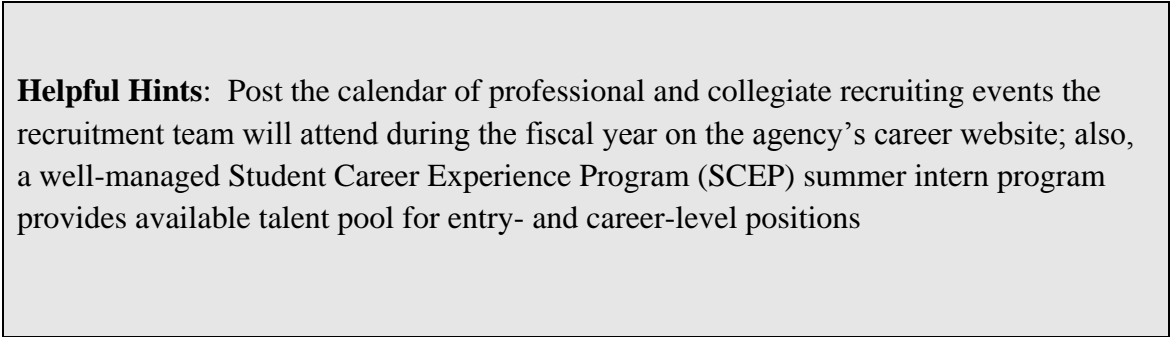


Identify Agency-Specific Recruitment Cycles

Ownership: Managers, Human Resources Office

Maximum number of calendar days: 5

- Determine recruitment cycles based on the recruitment and staffing plans
- Coordinate agency-wide recruitment activities to maximize communications with recruitment teams and avoid duplication of efforts
- Develop and implement an ongoing feedback process and evaluation on the recruiting system



Helpful Hints: Post the calendar of professional and collegiate recruiting events the recruitment team will attend during the fiscal year on the agency's career website; also, a well-managed Student Career Experience Program (SCEP) summer intern program provides available talent pool for entry- and career-level positions

Evaluate and Measure Recruitment, Staffing Plans and Marketing Strategies

Ownership: Managers, Human Resources Office

Maximum number of calendar days: On-going or within 60 days of event

- Implement metrics to monitor the effectiveness of the recruitment program
- Review results of recruitment activities and identify what recruitment sources led to a larger number of qualified hires
- Monitor attrition rate of new hires
- Conduct customer satisfaction surveys and evaluate ratings
- Share results of evaluations with senior management, recruitment team and other stakeholders to obtain recommendations
- Revisit recruitment plan and recruiting activities regularly to make necessary adjustments
- Provide feedback to career placement officers, school administrators, deans, faculty, professional organizations and alumni groups on recruitment initiatives and results
- Prepare recruiting budget projections
- Ensure hiring projections are realistic

Adjust Plans

Ownership: Managers, Human Resources Office

Maximum number of calendar days: As needed (required step)

- Adjust recruitment plan and recruiting activities based on evaluation/measures

Orientation (refer to Orientation Process Roadmap)