



DEPARTMENT OF DEFENSE
CIVILIAN PERSONNEL MANAGEMENT SERVICE
1400 KEY BOULEVARD
ARLINGTON, VA 22209-5144

MAY 27 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Direct-Hire Authority (DHA) Templates

In accordance with 5 Code of Federal Regulations, Subpart B, Sections 337.204 and 337.205, agencies may request Direct-Hire Authority (DHA) based on severe shortage of candidates or a critical hiring need. The U.S. Office of Personnel Management (OPM) Memorandum, "Direct-Hire Authority Templates," dated May 5, 2008 (attached), provides templates for submitting DHA requests. The attached templates provide critical information required for submission of these requests.

Agencies are encouraged to thoroughly review the templates when drafting a request. All requests must be routed through the appropriate Component or Agency's reporting chain and submitted to Civilian Personnel Management Service, Staffing and Development Branch for review and processing. Requests are not submitted directly to OPM.

Please distribute this information to appropriate human resources offices in your Component or Agency to ensure compliance.

Should you have any questions regarding procedures, please contact Celisa Stephens at (703) 696-1234 or via email at celisa.stephens@cpms.osd.mil for assistance.

A handwritten signature in black ink, appearing to read "Johnny L. McLean".

Johnny L. McLean

Deputy Director, Workforce Staffing,
Compensation and Benefits
Field Advisory Services

Attachments:
As stated

DISTRIBUTION: DIRECTOR, DEPARTMENT OF ARMY, OFFICE OF CIVILIAN
HUMAN RESOURCES
DIRECTOR, DEPARTMENT OF NAVY, OFFICE OF CIVILIAN
HUMAN RESOURCES
DIRECTOR, FORCE MANAGEMENT POLICY,
HEADQUARTERS UNITED STATES AIR FORCE
DIRECTOR, HUMAN RESOURCES, WASHINGTON
HEADQUARTERS SERVICES



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Strategic Human
Resources Policy
Division

MAY 5 2008

MEMORANDUM FOR DIRECTORS OF HUMAN RESOURCES

FROM:

Nancy H. Kichak
NANCY H. KICHAK
ASSOCIATE DIRECTOR
STRATEGIC HUMAN RESOURCES POLICY

Subject:

Direct-Hire Authority Templates

The U.S. Office of Personnel Management (OPM) has established templates for agencies to use when submitting Direct-Hire Authority (DHA) requests. These templates contain the criteria which agencies must meet in order to receive DHA approval from OPM.

We strongly encourage agencies to use these templates because they will help your staff better focus on the kinds of information required in any DHA request. In addition, use of the templates may shorten the time it takes OPM to process your DHA request by eliminating the need for follow-up information. You can find additional information on DHA to assist you with your requests at www.opm.gov/employ/direct_hire/factsheet.asp.

Direct hire is an appointing authority that OPM can grant to Federal agencies for filling vacancies when either a severe shortage of candidates or critical hiring need exists. With a severe shortage of candidates, agencies expect to hire all available qualified candidates. A critical hiring need means that agencies have an urgent need to fill positions quickly based on an event such as emergencies, Presidential directives, legislative mandates, etc.

Please contact Ms. Darlene Phelps at darlene.phelps@opm.gov or (202) 606-1730 or Ms. Stephanie Wimbush at stephanie.wimbush@opm.gov or (202) 606-2429 if you have any questions regarding these templates, or DHA in general.

Attachments

Template 1
Direct-Hire Authority
Severe Shortage of Candidates

The Honorable Linda M. Springer
Director, U.S. Office of Personnel Management
1900 E Street, NW
Washington, D.C. 20415-1000
Attn: Request for Direct-Hire Authority

Dear Ms. Springer:

The **{name of agency}** requests Direct-Hire Authority (DHA) as a result of a severe shortage of candidates based on our difficulty identifying candidates possessing the competencies or the knowledge, skills and abilities required to perform the job requirements despite extensive recruitment, extended announcement periods, and the use of the hiring flexibilities described below. We are requesting DHA for the following occupational series at the GS- ____ through the GS- ____ grade levels **{Or list pay band levels}** in **{Geographic location(s)}** area:

{List occupational series, title(s), and grades by geographic location. If worldwide or nationwide, state such.}

This request is based on a severe shortage of candidates in accordance with 5 CFR 337.204(b). A severe shortage of candidates is evidenced by our inability to attract sufficient qualified candidates to fill current vacancies in the **{Geographic location(s)}** area despite extensive recruiting efforts. The **{Name of requesting agency}** requests DHA for **{indicate the duration for which this authority is requested based on your analysis of how long the difficulty to identify candidates is expected to last}**. Use of other appointing authorities similarly proved insufficient to attract sufficient qualified candidates to fill current vacancies.

The following is provided in support of our request in accordance with 5 CFR 337.204(b): **{Note: It is not necessary to address all of the items listed. However, the request must be adequately documented to justify OPM's exercise of an authority that permits a departure from the rules normally governing the competitive process and veteran's preference.}**

- (1) *The results of workforce planning and analysis.* **{You may address this criterion by including a paragraph, paper, report, etc., describing the results of agency workforce planning. For each series, grade, and geographic location requested, the evidence should include your agencies' hiring needs or requirements, number on board, and current vacancies. This information should be followed by projected requirements and projected vacancies. In preparing these projections, discuss any anticipated changes or additions to**

Use of this template does not guarantee approval. OPM will make a determination on each submission based on the documentation provided by the requesting agency.

mission or priorities and the factors that have brought them about (e.g., new threats, technologies or other developments). In addition, discuss likely turnover, retirement, etc. Finally, discuss what budget will likely be available to you for hiring and how it compares with what is available to you now. The time frame for these discussions should be the next 12, 18 or 24 months. The results of your workforce planning and analysis should address the availability of candidates possessing the competencies or KSAs based on any increase in requirements and projected vacancies. If necessary an attachment explaining such is acceptable.}

- (2) *Employment trends including the local or national labor market.* {May include discussion of local and/or national labor-market employment trends for each occupation (series) and location and timeframe requested, and reference documentary evidence such as the Department of Labor's Occupational Outlook, trade/professional association issuances, news articles, etc., that supports the specific employment trends for each occupation (series) and location. An explanation regarding how the specific employment trends will affect the agencies ability to recruit candidates with specific competencies and KSAs is important. For example, a description of the unusual work functions, which require a special combination of knowledge, skills, and/or abilities, and evidence showing this combination is difficult to find based on the employment trends}.
- (3) *Nationwide or geographic skill shortages.* {Describe nationwide or geographic specific labor market occupational or skill shortages based on information in academic journals, think tank publications, Department of Labor's Occupational Outlook, professional or trade association publications, news articles, etc. Indicate the duration these skills shortages are anticipated, e.g., 12 months, next five years, etc.}.
- (4) *Agency efforts, including recruitment initiatives, use of other appointing authorities and flexibilities, training and development programs tailored to the position(s), and an explanation of why these efforts have not been sufficient.* {Discuss your agencies' recruiting efforts—the number of events held, where held, the audience your agency was seeking to recruit from, and the results of such recruiting efforts. Discuss the length and breadth of vacancy announcements and results of such. Discuss the use of hiring flexibilities and recruiting and retention incentives used, including special salary rates and the results of such. Describe your agencies' use of college and/or association recruiting, paid advertising, category rating or expedited procedures for rating and selection, security clearance issues, medical disqualifications, job offers v. job acceptance, superior qualification appointments, student loan repayments, or other hiring incentives. Discuss factors that prevent or limit internal development and related reasons candidates give for declining job offers or managers provide for not accepting referred qualified candidates, i.e., unable to obtain security clearance, pass medical qualifications,

Use of this template does not guarantee approval. OPM will make a determination on each submission based on the documentation provided by the requesting agency.

polygraphs, etc.}

- (5) *The availability and quality of candidates.* {Include statistical summaries identifying the number of applications received, minimally qualified and well-qualified candidates referred to selecting officials, demonstrated history of hiring preference eligibles, number selected, job offers made, declinations, hires, etc. If your evidence shows ample qualified individuals referred with relatively few selections, explain why the selections were not made, or why final offers were not made.
- (6) *The desirability of the geographic location of the position(s).* {Describe the issues associated with the specific geographic locations such as high cost of living, remote or rural nature, rotating work schedules, lack of healthcare facilities, availability of housing, availability of public transportation, traffic conditions, overseas hostile deployments, etc.}
- (7) *The desirability of the duties and/or work environment associated with the position(s) to be filled.* {Describe why the duties and/or work environment are undesirable and therefore harder to fill than similar positions in other organizations and/or geographic locations. Examples may include dirty or cramped working conditions, extreme heat or cold environment, rotating work schedules, intermittent or seasonal work schedules, extensive travel, poor labor/management relations, etc.}
- (8) *Other pertinent information.* {Examples may include use of selective placement factors or other special requirements of the positions such as deployment, medical requirements, security clearances that make certain positions difficult to fill. Provide additional information that substantiates there is a severe shortage of candidates for the positions identified above despite the use of hiring flexibilities such as recruitment and relocation incentives or special salary rates.}

The point of contact for this request is {agency POC} and he/she may be contacted at (XXX) XXX-XXXX or electronic mail at _____.

Sincerely,

{Name of Requestor}
{Title}

{Attachments—if any}

Use of this template does not guarantee approval. OPM will make a determination on each submission based on the documentation provided by the requesting agency.

Template 2
Direct-Hire Authority
Critical Hiring Need

The Honorable Linda M. Springer
Director, Office of Personnel Management
1900 E Street, NW
Washington, D.C. 20415-1000
Attn: Request for Direct-Hire Authority

Dear Ms. Springer:

The **{requesting agency}** requests Direct-Hire Authority (DHA) as a result of our urgent critical hiring need to meet mission requirements. The following is provided in support of our request in accordance with 5 CFR 337.205(b):

- (1) *Positions that must be filled.* **{List the job titles, occupational series, grade levels (or pay band), and geographic locations of positions needed to meet the mission requirements brought about by the circumstances listed below.}**
- (2) *The event or circumstance that has created the need to fill the position(s).* **{Describe the circumstance(s) such as, but not limited to, a national emergency, threat, potential threat, environmental disaster or unanticipated or unusual event or mission requirement or to conform to the requirements of law, a Presidential directive or Administration initiative. Note: if this is a request for an extension, you must provide an explanation of how the circumstance remains the same or has increased.}**
- (3) *The duration for which the urgent critical hiring need is expected to exist.* **{Provide the “from” and “to” dates the urgent critical hiring need will exist for the positions and circumstances you identified in (1) and (2) above respectively.}**
- (4) *Supporting evidence that demonstrates why the use of other hiring authorities is impracticable or ineffective.* Examples include:
 - a. **{Describe how and provide evidence that shows why the use of other hiring authorities is impracticable or ineffective in meeting the critical hiring need. The standard is to urgently fill positions based on a critical hiring need, so you must describe how you attempted to do this or why it was not feasible to use other hiring authorities. Explain why and demonstrate through evidence how other hiring authorities such as transfer, reassignment, promotion, reinstatement, Schedule A, Schedule B, Veterans Recruitment Appointments (VRA), and Veterans Employment Opportunities Act (VEOA) appointments, 30-**

Use of this template does not guarantee approval. OPM will make a determination on each submission based on the documentation provided by the requesting agency.

day emergency hiring authorities, etc., were impracticable or ineffective in urgently filling the critical hiring need.)

- b. {Describe how the event or circumstance which created the critical hiring need identified in (1) above impacts your agency's recruiting and staffing of the positions identified in (2) above. For example, if the event prevents you from using your usual hiring procedures, describe how and/or why}
- c. {Discuss your recruiting efforts to urgently fill the positions identified in (1) above in response to the critical hiring need. For example, describe:

1. Previous recruitment efforts: the number of recruiting events, where held, the audience you recruited from and, the results of your recruiting efforts. This should include a discussion of the length and breadth of vacancy announcements and results you achieved. Discuss the use of any recruiting and retention incentives used to attract needed individuals, to include special salary rates and the results of such. Describe use of college and/or association recruiting, paid advertising, category rating or expedited procedures for rating and selection, security clearance issues, medical disqualifications, job offers v. job acceptance, superior qualification appointments, student loan repayments, or other hiring incentives. Discuss factors that prevent or limit internal development.

2. Results of your recruiting efforts: Include statistical summaries identifying the number of applications received, minimally qualified and well-qualified candidates referred to selecting officials, numbers selected, job offers made, declinations, hires, disqualified based on security clearance, medical, polygraphs, refusal to deploy, etc. If evidence shows ample qualified applicants referred with relatively few selections, explain why the selections were not made, or the final offers were not made. Remember we are discussing an urgent need to fill positions. Agencies should not confuse direct hire to meet a critical hiring need with the ability to hand-pick individuals from among a list of referred candidates.

3. Extensions/Renewals: If time has passed since the critical hiring need became apparent, or if you are seeking an extension or renewal of a DHA based on critical hiring need, we will expect you to demonstrate what you have done in the interim to meet your hiring need, as a condition of being relieved of the

obligation to follow the normal hiring process in the term for which you are requesting a DHA.}

The point of contact for this request is {agency POC} and he/she may be contacted at (XXX) XXX-XXXX or electronic mail at: _____.

Sincerely,

{Name of Requestor}
{Title}

Use of this template does not guarantee approval. OPM will make a determination on each submission based on the documentation provided by the requesting agency.