



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

DoD Hiring Manager's Toolkit

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Staffing and Civilian Transition Programs Division

HR Operational Programs and Advisory Services Directorate

Defense Civilian Personnel Advisory Service



DoD Hiring Manager's Toolkit

The Hiring Manager's Toolkit is a centralized location and gateway to robust hiring information and topics specifically designed for supervisors, managers, and HR professionals empowering them with better tools to face the challenges of hiring top talent for the DoD workforce

- **Contributes to the engagement between hiring managers and HR professionals**
 - Setting in motion the framing of conversation, collaboration, and partnership throughout the end-to-end hiring process
- **Designed to assist supervisors and managers with the hiring process and shaping of early experiences with employees**
 - Convenient online access to hiring information and topics
 - Contains 23 guides, quick references, pamphlets, and tip sheets
 - Provides relevant access to a variety of sites to support the hiring process (i.e., online step-by-step hiring guide for managers and HR professionals, position designation tool)
- **Continues to grow as additional resources become available**
- **DoD CAC/Smart Card users may visit <https://dodhrinfo.cpms.osd.mil/> to access the toolkit**





A Look at the Hiring Manager's Toolkit



Hiring Manager's Toolkit

A consolidated "one stop shop" of online guides, checklists, quick references, pamphlets, and tip sheets for DOD hiring managers and Human Resources staff.

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The Hiring Manager's Toolkit is comprised of 23 guides, tip sheets, checklists, and templates designed to equip Hiring Managers and Human Resource Professionals with end-to-end guidance, automated tools, and a variety of hiring information to enhance...

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The CSEMD is responsible for providing policy for the management of the entire Career Lifecycle to ensure the Civilian Senior Executive/Equivalent (CSE) Corps has the requisite knowledge, skills, and abilities to address the full spectrum of the Depart...

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The HRSPAS Human Resources Functional Community and Accountability Division, created in 2013, is comprised of the former HR Functional Community Management Division and the Human Capital Accountability Branch, formerly of the Studies, Analysis and Repo...

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The Leadership, Learning and Development Division is responsible for developing highly competent civilian leaders needed to successfully achieve the Department's complex national security mission. In so doing, LL&D manages the Defense Civilian Emergen...

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[HR Functional Community Management](#)

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A Look at the Hiring Manager's Toolkit



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Hiring Manager's Toolkit

The Hiring Manager's Toolkit is composed of 23 guides, tip sheets, checklists, and templates designed to equip Hiring Managers and Human Resource Professionals with end-to-end guidance, automated tools, and a variety of hiring information to enhance the hiring process as we continuously focus upon removing the complexities and inefficiencies of existing hiring processes within the Department.



[Hiring Manager's Toolkit](#)

[Helpful Websites for Managers](#)

[Component Resources](#)

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OVERVIEW

1. Four Key Phases of the Hiring Process

This document is a quick reference guide for Hiring Managers that will walk you through each of the four key phases of the hiring process, and what you should expect from your HR Professional.

2. Hiring Manager's Checklist

Checklist for understanding the Four Key Phases of the Hiring Process.

3. Hiring Manager's Checklist Guide

This document is designed to get you thinking about the hiring process and actions you will need to take. It will help prepare you for conversations with your HR Professional and provide a better understanding of your role and accountability in the hiring process, with the goal of reducing the overall time to hire.

4. Position Designation Tool Tip Sheet

The Position Designation Tool Tip sheet will assist in the determination of the level of risk involved with a position that is to be filled to assist you in determining whether a suitability designation or a security designation is appropriate, based upon national security and suitability requirements.

5. Tips for Hiring Managers

Tips pertaining to the value of using up-to-date position descriptions, knowing what competencies are needed to support your mission, using diverse recruitment, and preparing for a new employee's arrival.

PHASE 1: PLAN TO HIRE

6. Guide to Workforce Planning

The purpose of this guide is to outline the common business practices for workforce planning across the Department of Defense (DoD) to ensure that all organizations, commands and activities hire people needed to support their missions.

7. Job Analysis Guide

Job Analysis is the foundation of human resources management and helps lay the foundation for effective recruitment, selection, performance management and career development. This guide provides an understanding of job analysis and its function as an essential part of the recruitment and selection process.

8. Selling the Job

Questions to review with your HR professional to determine what you can offer or emphasize to engage top talent for your position.





A Look at the Hiring Manager's Toolkit

PHASE 2: ATTRACT TOP TALENT

10. Hiring Options Guide

Hiring options, or hiring authorities, are regulatory requirements under which certain individuals are eligible to be hired. These options may enable hiring managers to set aside more traditional hiring procedures to select the best person for the job. Your HR professional will help determine what the options are which are appropriate for particular hiring needs.

11. Top DoD Hiring Options & Appointing Authorities Quick Guide

A list of the different types of DoD Hiring Options and Appointing Authorities.

12. Hiring Incentives Guide

Hiring incentives allow managers to entice high-quality candidates or keep current employees. Each of these incentives has specific requirements and procedures that need to be followed. Your HR professional will help you determine what the requirements are and which are appropriate for your situation.

13. Hiring Options & Incentives Matrix

Managers should consider the various combinations of hiring options and incentives available when filling vacancies.

14. Guide to Improving the JOA (Job Opportunity Announcement)

Finding the best qualified candidates for your agency begins with clearly communicating the responsibilities and skills of the position to be filled.

PHASE 3: MAKE A DECISION

15. Placement Programs Tip Sheet

A summary of mandatory and priority placement programs designed to minimize the adverse impacts on employees affected by actions through no fault of their own.

16. Guide to Hiring Veterans

This guide provides general information, resources, and options available to hire talented veterans for your positions.

17. Interview Guidelines

Interviews are one form of assessment used in candidate evaluation. These guidelines assist DoD managers and supervisors in conducting employment interviews. The techniques and procedures included in this document were selected for their flexibility and adaptability to a wide variety of positions.

18. Interview Tip Sheet

This sheet provides managers with guidance for planning and conducting interviews.

19. Reference Checking Tip Sheet

References help you get the full picture of the candidate's skills, work habits and personality. They serve as an important tool to evaluate a candidate's fit with your organization.

20. Tentative Job Offer Tip Sheet

Outlines the practices and procedures that pertain to the extension of tentative offers.

PHASE 4: SHAPE EARLY EXPERIENCES

21. Onboarding Guide

Outlines the process of integrating new employees into an organization and equipping them to become successful and productive.

22. Onboarding Key Activities

Summarizes the activities and discussions that will result in a successful onboarding experience.





A Look at the Hiring Manager's Toolkit

Hiring Manager's Toolkit	Helpful Websites for Managers	Component Resources
<p>End-To-End (E2E) Hiring Roadmap The End-to-End (E2E) Hiring Roadmap document is a product of the partnership between the Office of Personnel Management (OPM) and the Chief Human Capital Officers Council Subcommittee and Succession Planning. The roadmap explains each of the five components of hiring: workforce planning; recruitment; hiring process; security and suitability; and orientation. The roadmap helps managers plan for their hiring and provides a framework for shared expectations and communication. Hiring managers, human resources and security professionals share a roadmap and help meet the timeframes allowed for the journey.</p> <p>Feds Hire Vets - Hiring Managers This website is a critical component of the Federal Government's strategy for the recruitment and employment of Veterans. This website is operated by the OPM and provides information on Veteran's hiring authorities, a calendar of training and recruiting events, as well as success stories and frequently asked questions.</p> <p>Uniformed Services Employment and Reemployment Rights Act (USERRA) The DCPAS USERRA website provides information for managers that helps them protect individuals performing, or who performed, uniformed service from adverse employment discrimination on the basis of their uniformed service. Managers should understand USERRA and how it provides for prompt restoration to civilian employment when individuals who performed uniform service return to civilian life. Online training on USERRA can be reached from this website.</p> <p>DOD Pathways Programs The DCPAS Pathways Programs website offers information for hiring managers on programs to hire students and recent graduates. The website also provides managers with the contact information for their Component Pathways Programs Representative.</p> <p>Hiring Authorities - Students & Recent Graduates The OPM website offers information for hiring managers on hiring authorities for students and recent graduates. This website provides managers with information on the Pathways Program, fact sheets, frequently asked questions, and reference materials.</p> <p>USAJOBS Resource Center This OPM operated website is a human resource tool which offers advice and topics for hiring managers on federal jobs, hiring eligibility, employment, federal occupations, fact sheets, and frequently asked questions.</p> <p>Position Designation Automated Tool (PDT) The OPM website offers a position designation automated tool for hiring managers. The tool provides an opportunity for hiring managers to determine through the evaluation of the National Security and suitability requirements, what type of investigation is required and</p>		





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Helpful Websites for Managers

Component Resources

Defense Media Activity

Defense Logistics Agency

Department of the Air Force

Department of the Army (Employment)

Department of the Army (Pathways)

Department of Defense (DOD)

Department of the Navy (Recruitment and Staffing)

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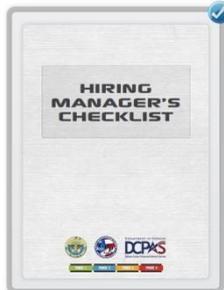
Missile Defense Agency

Washington Headquarters Service (WHS)



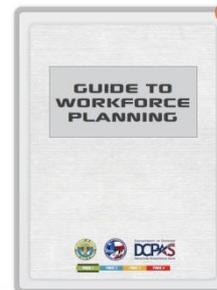
Hiring Manager's Toolkit Highlights

Hiring Manager's Checklist Guide



- Prep hiring package before officially vacant
- Require Hiring Manager review JOA before posting
- Project referral date for posted JOAs
- Embrace Security and Suitability digital tools (i.e., position designation tool)
- Establish a Pre-RPA chat requirement

Guide to Workforce Planning



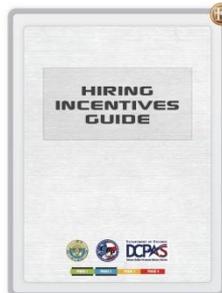
- Workforce plan embedded in hiring model
- OPM End-to-End Hiring Roadmap at: <http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf>



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A consolidated "one stop shop" of online guides, checklists, quick references, pamphlets, and tip sheets for DOD hiring managers and Human Resources staff.

Hiring Incentives Guide and Matrix



- Advanced Pay for New Hires
- Agencies may advance 2 pay periods of basic pay
- May be made no earlier than the date of appointment and no later than 60 days after date of appointment

Tentative Job Offer Tip Sheet



- HR servicing activity will initiate suitability review after tentative selection which must be cleared before the EOD date is set





Questions?

