



HRSC-NE MANAGER'S GUIDE TO RECRUITMENT AND SELECTION

INTRODUCTION

This Guide is provided to assist Manager(s) and Selecting Official(s) to accomplish recruitment and selection functions. It was jointly prepared by a servicing Human Resources Office (HRO) and the Human Resources Service Center, Northeast (HRSC-NE).

The Department of the Navy uses the Standard Automated Inventory and Referral System (STAIRS) to facilitate evaluation and referral of qualified applicants. The commercial product Resumix is the STAIRS implementing software. Resumix uses sophisticated artificial intelligence to match skills in applicants' resumes to the skill requirements of specific vacancies. This system is used to develop referral lists of candidates for you to review for selection. It also generates various letters to applicants. Although the term "skill" is used throughout, you may also define skill(s) in terms of a knowledge or ability. (At this time, Resumix is not used in the delegated examining process when recruiting candidates from the general public.)

INITIATING YOUR RECRUITMENT

When you are ready to fill a vacancy, you begin the recruitment process by submitting an electronic Request for Personnel Action (RPA) directly to your HRO or indirectly through the appropriate office in your activity designated to submit an RPA. To target your recruitment and find high quality candidates, the information listed below should be submitted with your RPA. Your HRO advisor can help you develop your recruitment request.

- Recruitment method and strategy: What recruitment sources would you like the HRSC-NE to use? In developing the strategy, you will need to consider such factors as your activity requirements, pertinent union agreements, workforce diversity, and probable sources of candidates. Your sources may include current Federal employees, external applicants such as reinstatement eligible, VRA/VEOA eligible, outstanding scholars, reinstatement eligible, student appointees, etc., or applicants who have not previously worked for the federal government. In addition to the source, you will include the desired method of recruitment either from a previously established Open Continuous Register or request to post an Individual Vacancy Announcement. Your HRO advisor can further define the sources and/or assist you in identifying the sources available to you. *(This information should be included in the notes section of your request).*

- Special coordination requirements: Are there any special recruitment efforts that need to be coordinated for your vacancy? You may want to place a newspaper, trade magazine advertisement and have a delegated examining announcement issued for your vacancy at the same time that you would like to see candidates from the STAIRS inventory. If you want to coordinate the timing of these events, you should note this on your RPA. *(This information should be included in the notes section of your request)*

- Area of consideration: How widely would you like HRSC-NE to recruit and search for candidates? You may want to limit the search to your activity or a segment of your activity, or you may want to search in a wider geographical area. Your HRO can assist you in identifying any local policies that may impact this decision. *(This information should be included in the notes section of your request)*. If too few candidates are located in the initial search, an HRSC specialist will contact your HRO Advisor to determine if you want to widen the database search.

- Description of duties: Are there special duties or task requirements of the position that are not reflected in the position description? With position descriptions and/or demonstration project level descriptors being very generic, you will need to provide additional information about the vacant position in order to ensure that skills requirements are adequately identified. Keep in mind that any such requirements must be supported by duties written in the position description. You still need to be sure your position description is up to date. *(This information should be included in the notes section of your request)*.

- Specific position requirements: Are there specific requirements that applicants must meet to be basically eligible for the position? This may include such variables as acquisition certification, maximum entry age for initial appointment to firefighter or air traffic controller positions, gender for health technicians, etc. *(This information should be included in the notes section of your request)*

- Relocation Expenses: Are you authorizing payment of relocation expenses (i.e., Permanent Change of Station (PCS) costs, real estate reimbursement, etc.)? This may be an issue for your selectee if he/she is outside the commuting area. The decision must be made in advance to ensure that your activity does not incur an obligation to pay the expenses when you do not explicitly intend to do so. *(This information should be included in the notes section of your request)*.

- Conditions of employment: What conditions of employment will applicants need to be aware of when an offer is made? Examples include security clearance, shift work, travel, licensing, credentialing, drug testing, pre-employment physical examination, etc. (*This information should be included in the notes section of your request*)

- Selecting Official contact information: Who should be contacted to discuss the job analysis/crediting plan (Resumix skills set)? As described below, the HRSC-NE specialist assigned to fill your vacancy may need to contact you, so you will need to provide the name, email address, voice and fax numbers (DSN and commercial), and mailing address of the Selecting Official for the vacancy. Your HRO advisor will be advised or emailed a copy of any documents sent to you.

THE RECRUITMENT PROCESS

Once the recruitment request is received and Priority Placement Program requirements have been met, the Vacancy Announcement and the draft job analysis/crediting plan (skills set) will be created at HRSC-NE using Resumix and will be provided to you for your review and approval. The drafts will be forwarded to your HRO Advisor (CC: Selecting Official) by email or by fax transmission. An HRSC-NE specialist will contact your HRO Advisor to discuss the draft job analysis/crediting plan. (If you have an established skills set for this same position, you will be provided with a copy of what you previously approved so that you can review it to be sure it still meets your needs).

At this point, in following the instructions provided on the form, you must review the list of skills; annotate required and/or desired skills, add those which you believe are missing and/or delete those which are not particularly critical to the position or which would not likely make distinctions among candidates. You will also have the opportunity to indicate the key desired skills that could be used to reduce the number of candidates referred, if necessary. Your HRSC-NE specialist and/or HRO Advisor will work with you on this process.

After you have completed your review of the job analysis/crediting plan, immediately return the form to your HRSC-NE specialist by email or fax. The completed form must contain your approval; therefore, if returning via email you will attach the document and state "approved" in your reply statement, include your name and official title, in the body of the email. However, if available, electronic signature is authorized. Sign and date the form if returning by fax. A final copy of the job analysis/crediting plan will be forwarded to you for your records and future use.

Once the final draft crediting plan is received, the HRSC-NE specialist will make the appropriate changes and will use the skills set to match the position skills to the skills of those applicants who meet your search parameters (e.g., area of consideration, sources, etc.)

THE CERTIFICATE OF REFERRAL

The certificate of referral (called a “certificate”) will include a list of candidates for you to consider. The certificate will be sent to your HRO for forwarding to you along with copies of the candidates resumes’. You may have several lists to select from depending on what sources you chose to consider. Each certificate will contain instructions on the proper way to consider and mark your selections. Your local HRO advisor will answer any questions you may have about the selection processes associated with the different referrals you may receive.

THE RESUMES

The resumes you receive, with the certificate, are printed from what has been entered into Resumix. Because some resumes are submitted to HRSC-NE via e-mail, the product you see with your referral list may not be what you might normally expect a resume to look like. Likewise, hard copy resumes which are scanned in and read via an Optical Character Recognition (OCR) process could contain OCR errors. You should not consider this as an indication of the applicant’s presentation of him/herself or of the applicant’s ability to spell and punctuate. Rather, you should only look at the resumes for substantive content.

MAKING SELECTIONS

There may be local requirements and/or procedures regarding use of a selection advisory panel, interviews, selection review or other issues associated with making a selection. You must adhere to any such local requirements. Your HRO Advisor can advise you if there are any that apply to your vacancy.

We recommend you indicate alternate selections on your certificate(s). In the event your first choice of selectee is not available, this will allow HRSC-NE to proceed with making job offer without delay.

RETURNING THE CERTIFICATE OF REFERRAL

When you have made your selection, return the certificate and the copies of the resumes to your HRO Advisor. They will assist you in determining an appropriate effective date, assist you with any pay setting issues, and forward the selection to HRSC-NE. Return the certificate and resumes to your HRO Advisor if your review of the resumes does not result in a selection.

JOB OFFER

Once the certificate and resumes are received, the HRSC-NE specialist will verify all regulatory requirements and make the job offer. There will be some cases where a tentative job offer will be made (i.e., pending drug test, security clearance, physical, etc.). You will be notified when an offer is made and of the results of the offer. **You should not make any job offer yourself.**

A FINAL NOTE

If the initial process does not yield candidates you are interested in, your HRO advisor can assist you in determining appropriate alternatives to be pursued.

A CHECKLIST

The following checklist is provided as a quick reference and reminder during your recruitment and selection process. Your RPA should contain the following information:

- Attached Position Description (PD) and/or demonstration project descriptors
- Recruitment Method (i.e., Open Continuous Register, Individual Vacancy Announcement, Noncompetitive referral, etc)
- Recruitment Sources (i.e., Current federal employees, reinstatement eligible, VRA / VEOA eligible, student appointees, etc.)
- Special Coordination Requirements (i.e., newspaper ad, trade magazine ad, delegated examining announcement)
- Area of Consideration (i.e., activity wide, nationwide, etc)
- Relocation Expenses considered and documented
- Specific Requirements (i.e., DAWIA certification, age requirements, etc.)
- Conditions of Employment (i.e., drug testing, travel, shift work, security clearances)
- Selecting Official Information (**email** address, voice and fax number)
- Previously established job analysis/crediting (skills set), if applicable

Note: Access the OPM website at www.opm.gov/employ/newsletter for more information about Managers and the Recruitment process. We trust you will find this article helpful and informative.