United States of America

Staff Acquisition

Establishes procedures for recruiting and selecting high quality, productive employees with the right skills and competencies in accordance with merit system principles.

STAFF ACQUISITION

Process 3.1 Develop Staff Acquisition Strategy		
ID	**Activity Name**	**Activity Definition**
3.1.1	Analyze Staffing Needs Role: Management HR Organization	*Inputs:* Quantified Staffing Needs, FY Staffing Budget, Human Capital Implementation Plan, Existing Vacancies, Agency Strategic Plan, Workforce Plan, Succession Plan, FY Performance Budget, Marketplace and Diversity Data, Past Recruitment Experience. Examine information that correlates to future hiring activity including approved FTE budgets, overall staffing needs and vacancies. This analysis provides the overall perspective necessary to create a strategy for acquiring staff at the agency level. *Outputs:* Overall Assessment of Staffing Needs, Overall Staffing Projections.
3.1.2	Review Laws, Regulations, Policies, Guidelines Role: HR Organization	*Inputs:* Federal HR-Related Legislation; Executive Orders; HR Laws, Regulations and Policies, HR Guidelines, Agreements, Overall Assessment of Staffing Needs, Overall Staffing Projections. Review and analyze legislation, HR laws, regulations, policies and guidelines, union contracts, other agreements, and any other information that can help provide a basis for strategic thinking in the areas of staff acquisition, recruiting and retention. *Outputs:* Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities.

Process	3.1 Develop Staff Acquisition Strategy (continued)	
ID	**Activity Name**	**Activity Definition**
3.1.3	Identify Sourcing Strategies Role: Management HR Organization	*Inputs:* Overall Assessment of Staffing Needs, Overall Staffing Projections. Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities. Identify sourcing strategies based on the analysis of hiring needs. The sourcing strategies may include recruitment, internal movement, contracting, competitive sourcing, workforce reshaping and other staffing methods. *Outputs:* Sourcing Strategies.
3.1.4	Develop Staff Acquisition Strategy Role: Management HR Organization	*Inputs:* Overall Assessment of Staffing Needs, Overall Staffing Projections. Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities; Sourcing Strategies. Develop a staff acquisition strategy that summarizes approaches to identify, attract and retain a qualified and diverse pool to meet current, ongoing and future staffing needs. The development of the SA Strategy may include identification of performance metrics for measuring actual results against the strategy. *Outputs:* Staff Acquisition Strategy.
3.1.5	Communicate Staff Acquisition Strategy Role: Management HR Organization	*Inputs:* Staff Acquisition Strategy. Convey the staff acquisition strategy to various populations (e.g., agency executives, HR staff, agency line managers, employees, unions. and other key stakeholders) and collaborate with stakeholders to obtain input and address feedback. *Outputs:* Communicated Staff Acquisition Strategy

Process	3.2 Develop Staff Acquisition Plan	
ID	Activity Name	Activity Definition
3.2.1	Match Staffing Requests to Descriptions of Duties Role: Management HR Organization	*Inputs:* Staffing Requests, Position Management Program Review Results, Classification Standards, Descriptions of Duties, Classified Jobs, Authorized Staffing Patterns. Match staffing requests to descriptions of duties or request new descriptions of duties. The staffing requests may reflect requirements for a specific position or for a class or group of positions. The descriptions of duties document the requirements of the positions based on organizational need, and reflect the tasks to be performed and the knowledge, skills and abilities required to successfully perform the tasks. *Outputs:* Staffing Requests Matched with Descriptions of Duties or Classified Jobs.
3.2.2	Determine Appropriate Source Options Role: Management HR Organization	*Inputs:* Staffing Requests Matched with Descriptions of Duties or Classified Jobs, Staff Acquisition Strategy, Sourcing Strategies, Previous Sourcing Results, Turnover Statistics by Position. Identify available options given the source types indicated in the Staff Acquisition Strategy. *Outputs:* Source Alternatives.
3.2.3	Develop Staff Acquisition Plan Role: Management HR Organization	*Inputs:* Staff Acquisition Strategy, Staffing Requests Matched with Descriptions of Duties or Classified Jobs, Job Requirements, Source Alternatives, Resource Considerations. Develop a Staff Acquisition Plan that identifies recruiting goals along with the activities to take place over a period of time to successfully meet those goals. It also specifies time frames and resource requirements. *Outputs:* Staff Acquisition Plan.
3.2.4	Communicate Staff Acquisition Plan Role: Management HR Organization	*Inputs:* Staff Acquisition Plan. Convey the staff acquisition plan to various populations (e.g., agency executives, HR staff, agency line managers, employees, unions, and other key stakeholders) and collaborate with stakeholders to obtain input and address feedback. *Outputs:* Communicated Staff Acquisition Plan.

Process	3.3 Establish Evaluation Approach	
ID	**Activity Name**	**Activity Definition**
3.3.1	Conduct Job Analysis Role: Management HR Organization	*Inputs:* Federal and Agency-Specific Qualification Standards, Classified Descriptions of Duties and/or Job Requirements, Staff Acquisition Plan, Performance Standards, Competency Libraries, Subject Matter Expert Input. Gather, document, and analyze information about the content, context, and requirements of the job. Demonstrate that there is a clear relationship between the tasks performed on the job and the competencies/KSAs required to perform the tasks. Job analysis information is used to develop employee selection procedures, identify training needs, define performance standards, and other uses. *Outputs:* Job Analysis Results.
3.3.2	Conduct Job Analysis Role: Management HR Organization	*Inputs:* Job Analysis Results. Use job analysis information to develop employee selection criteria. Validate and verify rating criteria and qualification requirements based on the results of the job analysis and within existing Federal and agency-specific qualification standards. *Outputs:* Assessment Criteria, Qualification Requirements.
3.3.3	Develop Assessment Approach Role: Management HR Organization	*Inputs:* Job Analysis Results, Assessment Criteria, Qualification Requirements. Select or develop assessment tools and instruments based on the results of the job analysis on existing best practices. *Outputs:* Assessment Tools and Instruments

Process	3.4 Source Candidate	
ID	**Activity Name**	**Activity Definition**
3.4.1	Finalize Applicant Sources Role: Management HR Organization	*Inputs:* Classified Descriptions of Duties and/or Job Requirements, Staff Acquisition Plan, Historical Data from Previous Years, FY Staffing Budget, Specific Applicant Sources. Determine specific internal and external candidate sources (both competitive and non competitive) guided by the source options that were identified in the Staff Acquisition Plan. This sourcing activity occurs for detailees and temporary assignees. In addition to permanent employees, this sourcing activity occurs for permanent employees. Candidate sources with specific priority consideration (e.g., reemployment priority lists (RPL), career transition assistance program (CTAP)) are considered at this point. *Outputs:* Candidate Sources.
3.4.2	Conduct Pre-Announcement Recruitment Role: Management HR Organization	*Inputs:* Source Alternatives. Candidates Sources. In accordance with merit principles, engage in specific recruiting, marketing, and outreach activity to build the applicant pool. Conduct advance marketing (e.g., solicit referrals, develop and/or post paid advertisements, mine data, utilize search firms, host and/or attend recruitment events). An option at this point would be to identify name request candidates. *Outputs:* Potential Applicant Sources.
3.4.3	Announce/Market Jobs Role: Management HR Organization	*Inputs:* Classified Description of Duties and/or Job Requirements, Staff Acquisition Plan, Selection Criteria, Assessment Instruments, Potential Applicant Sources, Pre-announcement Recruiting Materials. Develop and distribute position announcements, job advertisements and other marketing materials. Satisfy public notice requirements where applicable. Notify pre-announcement recruits of vacancy application process. *Outputs:* Vacancy Announcements, Job Advertisements, Marketing Materials, Vacancy Case File.
3.4.4	Apply for Employment Role: Prospective Employee	*Inputs:* Vacancy Announcements, Job Advertisements, Marketing Materials, Assessment Instruments. Complete and submit employment application and/or resume and supporting materials. *Outputs:* Applicant Documentation.
3.4.5	Receive Applicant Documentation Role: HR Organization	*Inputs:* Applicant Documentation. Receive applicant documentation and capture it in a manner that makes it available to the people who need it. *Outputs:* Acknowledgement of Receipt of Applicant Documentation, Recorded Applicant Documentation.

Process	3.5 Evaluate Candidate	
ID	**Activity Name**	**Activity Definition**
3.5.1	Determine Qualified/Eligible Applicants Role: Management HR Organization	*Inputs:* Recorded Applicant Documentation, Selection Criteria, Eligibility Requirements, Qualification Standards, and Selection Factors. Determine applicant eligibility and qualifications by reviewing applications for completeness and conformance to eligibility, qualifications and/or legal requirements (e.g., degree accreditation) including ICTAP. Those found to be ineligible are provided no further consideration. This activity includes identifying candidates who qualify for consideration under special appointing authorities. *Outputs:* List of Qualified/Eligible Applicants, List of Special Authority Candidates, Candidate Notifications.
3.5.2	Assess Candidates to be Referred Role: Management HR Organization	*Inputs:* Assessment Instruments and Tools, List of Qualified/Eligible Candidates, Staff Acquisition Plan. Apply assessment instruments and tools to candidates. *Outputs:* Candidates to be Referred, Documentation of Relevant Qualifications.
3.5.3	Apply Federal Rules on Preferences Role: HR Organization	*Inputs:* Candidates to be Referred, Federal Rules on Preferences (external), Staffing Compliance Requirements. Review Federal hiring rules to determine applicability to the referable candidates. This may result in assigning a preferred standing to candidates. *Outputs:* Applicants with Identified Federal Preferences (e.g., veterans, displaced employees).
3.5.4	Refer Candidates for Consideration Role: Management HR Organization	*Inputs:* Candidates to be Referred, Documentation of Relevant Qualifications, Candidates with Identified Federal Preferences. Identify and refer candidates to management for consideration. *Outputs:* List(s) of Referred Candidates with Appropriate Guidance, Candidate Notifications.
3.5.5	Assess Candidates for Selection Role: Management HR Organization	*Inputs:* List(s) of Referred Candidates with Appropriate Guidance, Applicant Documentation, References, Supervisory History. Determine and execute assessment approaches to be used, (e.g., interviews, reference checks, testing). *Outputs:* Assessment Results.
3.5.6	Make Tentative Selection Role: Management HR Organization	*Inputs:* List of Referred Candidates with Appropriate Guidance, Applicant Documentation, Assessment Results. Review candidate(s) applicant documentation and consider outcomes of the preceding candidate evaluation activities to identify the preferred candidate(s). HR provides consultative support to agency management to ensure Federal hiring policies and guidelines are being adhered to. *Outputs:* List of Selectees for Job Offer(s).
3.5.7	Validate Selections Role: HR Organization	*Inputs:* Federal Rules on Preferences (external), Government-wide Laws, Rules and Regulations, Requirements, Guidelines, Staffing Compliance Requirements, List of Selectees for Job Offers, Staff Acquisition Plan. Validate that selections have been made in accordance with applicable laws, regulations and requirements and that the selected candidate(s) is(are) eligible for appointment. *Outputs:* Validated List of Selectee(s) for Job Offer(s).

Process	3.6 Hire Employee	
ID	**Activity Name**	**Activity Definition**
3.6.1	Determine Terms of Offer Role: Management HR	*Inputs:* Validated List of Selectees for Job Offer(s), Government-wide Laws, Rules and Regulations, Internal Guidelines. Provide advice and counsel to selecting official on offer parameters (e.g., recruitment incentives, pay setting). *Outputs:* Job Offer Terms.
3.6.2	Extend Job Offer Role: Management HR Organization	*Inputs:* Validated List of Selectee(s) for Job Offer(s), Job Offer Terms. Extend tentative job offers to selectee(s). Offers may be conditional and contingent on the prospective employee fulfilling certain criteria (e.g., successful background check, security clearance). Receive and record the candidate(s) responses to their offer(s) for employment. *Outputs:* Job Offers Extended to Selectees With Terms of Employment.
3.6.3	Respond to Job Offer Role: HR Organization Prospective Employee	*Inputs:* Job Offers Extended to Selectees with Terms of Employment. Accept, decline and/or negotiate the terms of employment. HR receives and records the selectee's response to the offer of employment. *Outputs:* Selectee Decision to Accept (or Decline) Employment Based Upon Job Offer Terms.
3.6.4	Initiate Pre-employment Processes Role : HR Organization Employee	*Inputs:* Government-wide Laws, Rules and Regulations, Internal Guidelines, Selectee Decisions to Accept Employment Based Upon Job Offer Terms Build the prospective employee record or, if the prospective employee is already an employee of former employee of the Federal government, obtain the employee's information from the previous agency or record center. Initiate administrative activities as required of the job (e.g., security clearance, suitability determination, drug testing, medical screening, polygraph, relocation paperwork). *Outputs:* Pre-employment Data for Review/Analysis (e.g., security process, suitability determination).
3.6.5	Certify Compliance with Pre-employment Requirements Role: Management HR Organization	*Inputs:* Results of Pre-employment Data Review/Analysis. Certify that prescribed pre-employment activities are complete and employment contingencies are satisfied. *Outputs:* Authorization to Hire.
3.6.6	Bring Selectee On Board Role: Management HR Organization Employee	*Inputs:* Authorization to Hire, Employee Data. Negotiate the entrance on duty date and provide notification to begin processes (e.g., orientation, work location and workstation, granting of security access). Conduct in-processing and enter employee information into automated systems. _ *Outputs:* Selectee Hired, Data Collection Complete.
3.6.7	Close Out Case File Role: HR Organization	*Inputs:* Vacancy Case File. Close the vacancy case file, and audit as required. Notify remaining candidates they were not selected and flag them as non-selected in the applicant database for future reference and reporting, as applicable. *Outputs:* Notifications, Employee Files, Closed Vacancy Case File.

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