
DOJ Human Capital
“Promising Practices”
Recruitment
1st Edition

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INTRODUCTION

On a daily basis, there are numerous activities taking place throughout the Department of Justice (DOJ) that actively support the recruitment, development and retention of Department's workforce. Some of these activities are well-known while others are quietly creating positive change for DOJ employees.

Sharing information about such activities is critical to the collective goal of improving the effectiveness of DOJ Human Capital efforts. By raising awareness about "promising human resources (HR) practices", DOJ's HR practitioners and stakeholders can identify additional opportunities to refine and build programs without having to "reinvent the wheel".

The *1st Edition of DOJ Human Capital Promising Practices* represents the ongoing collaborative spirit of the DOJ Human Capital Community to share information, and specifically support *Goal 3, "Pursue Innovation"* of the 2007-2012 DOJ Human Capital Strategic Plan.

Those activities selected for the *1st Edition of DOJ Human Capital Promising Practices* fall within the area of *recruitment*. Together, these practices demonstrate the creativity and strategic thinking that DOJ Components and organizations are applying to their efforts to attract a highly skilled and diverse pool of individuals for DOJ career opportunities.

This first edition of promising practices captures just a small sampling of DOJ HR recruitment efforts. Over time, this list will grow to include promising practices within such areas as performance management and learning and workforce development.



Recruitment activities and programs are a major part of DOJ's Talent Management efforts. When implemented effectively, these programs can raise awareness about the DOJ mission, close competency gaps within mission-critical occupations and develop and sustain leadership pipelines.

ANTITRUST DIVISION

The Antitrust Division (ATR) has developed a *diversity outreach initiative* to help ensure a road-based applicant pool for ATR mission-critical occupations (e.g., attorneys, paralegals, and economists). As part of this initiative, ATR staff are asked to become volunteer recruiters and visit law schools and student/alumni organizations. During these visits, ATR volunteer recruiters speak to students about ATR and its employment opportunities.

Prior to these visits, volunteers attend orientation sessions during which they receive recruiting tips from the DOJ Office of Attorney Recruitment and Management, learn about hiring programs for ATR mission critical occupations, and hear from ATR senior management officials who are actively engaged in the initiative.

From January 2007 to the present, and as a result of this outreach initiative, ATR hires of minorities and women increased.

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BUREAU OF ALCOHOL, TOBACCO, FIREARMS, AND EXPLOSIVES

Through the efforts of its dedicated Recruitment, Hiring and Staffing Center, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) continues to successfully attract, retain, and develop the highest quality entry-level candidates for the Bureau's mission-critical occupations, including Special Agents and Industry Operations Investigators. The Center employs traditional and innovative recruitment strategies, including participation at career fairs and association/organization conferences, partnerships with colleges and universities, and posting of job announcements in various publications. Since 2004, ATF has received over 7,920 applications for the Special Agent position, hiring 515 new agents, and over 5,784 applications for the Industry Operations Investigator position, hiring 323 investigators.

To attract a diverse applicant pool for Special Agent and Industry Operations Investigator positions, ATF has a Diversity and Career Impact Program, which consists of national recruiters to assist the Bureau's with its recruitment efforts. On a regular basis, these trained recruiters represent the Bureau by visiting educational institutions with diverse student populations, including Minority Serving Institutions. In addition, recruiting at Hispanic Serving Institutions has allowed ATF to identify applicants where Spanish language skills are needed.

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DOJ PROMISING PRACTICES—RECRUITMENT



ENVIRONMENT AND NATURAL RESOURCES DIVISION

The Environment and Natural Resources Division (ENRD) uses the Federal Career Intern Program as a method of recruiting high caliber applicants for entry-level Paralegal positions. The application and selection process is modeled after the Attorney General's Honors Program.

Applicants are recruited at the GS-7 level using the Superior Academic Achievement provision. Extensive outreach is conducted at top colleges and universities across the country. Current interns serve as "corporate recruiters" and assist in marketing ENRD as an employer of choice among upcoming college graduates. The two-year training program includes formal classroom training at the National Advocacy Center, a brown-bag speaker series, field trips, an assigned mentor, and on-the-job training.

The ENRD Human Resources Office is in the process of developing a brief questionnaire to obtain feedback from hiring officials regarding any noticeable improvement in the quality of ENRD's Paralegal workforce.

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FEDERAL BUREAU OF PRISONS

Developed in 1988, the Bureau of Prisons' (BOP) Management Preference Profile System (MPPS) is a workforce planning tool used by BOP's Executive Staff to monitor the Bureau's internal applicant pool for both law enforcement and non-law enforcement positions at grades GS-12 and above. The MPPS provides an online resume that includes personally reported career information from over 4,000 employees. Each employee resume contains: position history, career (position) preferences over the next 10 years, location preferences, mobility status, and language skills. Additional information such as performance ratings, education and training is merged from National Finance Center (NFC) into each resume.

As an internal management recruitment tool, the MPPS typically has about 2300 mobile staff in "feeder" positions who use the three to five year and six to 10 year position preferences to indicate their career aspirations for grades 14 and above. There are typically about 750 mobile management level staff in grades 14, 15 and SES who represent a pool of candidates who can be reassigned by the Executive Staff to Institution CEO positions (Warden and Associate Warden). In the past year there have been 27 individuals reassigned as Wardens and 44 reassigned as Associate Wardens. The MPPS also allows employees to indicate their preference for all the BOP's locations and the Executive Staff takes that into consideration when making decisions.

The MPPS has been a valuable tool for the BOP's Executive Staff, especially the Regional Directors who must balance the needs and management of each unique institution.

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DOJ PROMISING PRACTICES—RECRUITMENT



JUSTICE MANAGEMENT DIVISION EQUAL EMPLOYMENT OPPORTUNITY STAFF

The Justice Management Division Equal Employment Opportunity Staff (JMD EEOS) is leading the Department's efforts to attract a diverse applicant pool for DOJ career opportunities. In collaboration with DOJ Components, their efforts help to coordinate Departmentwide outreach activities, monitor results, and increase awareness about DOJ's mission.

The JMD EEOS and several DOJ Components have recently initiated several outreach activities that focus on America's youth. These activities provide opportunities for high school and college students to learn about DOJ careers, and participate in DOJ internships. More importantly, they demonstrate the Department's commitment to developing the next generation of DOJ employees.

The following activities represent a sampling of JMD EEOS and DOJ Component efforts to educate high school and college students about DOJ and possible career opportunities:

JMD EEOS

- Coordinated Departmentwide participation in the Greater Washington Hispanic Youth Symposium (GWHYS), a three-day symposium held for "at risk" local Hispanic high school students. The symposium focused on leadership development, college preparation, and career opportunities in government. DOJ volunteers also mentor students with the purpose of motivating them to complete high school and pursue their goals through formal education.
- Participated in the Workforce Recruitment Program for College Students with Disabilities.
- Looking ahead, the 2008 DOJ Hispanic Heritage Month observance program will feature a career fair whereby, students from a local high school with a large population of Hispanics will have an opportunity to interact with senior departmental officials and learn about prospective careers as special agents, attorneys, correctional officers, and administrative managers.

Federal Bureau of Investigation (FBI)

- FBI's youth outreach initiatives were developed to give youth a broader understanding of the FBI and to promote the FBI as a viable career option. FBI field divisions across the United States sponsor initiatives for elementary, middle or high school students from diverse backgrounds.
- The 10-16 week FBI Junior Special Agent Program has been the most highly developed and structured component of the Adopt-A-School Program. FBI employees provided a 60-minute block of instruction to fourth, fifth, or sixth grade students, although the grades and ages varied in each field office. The main objective is to instill confidence and self-esteem in the students.

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OFFICE OF ATTORNEY RECRUITMENT AND MANAGEMENT

The Office of Attorney Recruitment and Management (OARM) is responsible for the Department's four attorney hiring programs (the Attorney General's Honors Program, Summer Law Intern Program, Volunteer Legal Intern Program, and lateral/experienced attorney hiring). OARM raises awareness about these programs by engaging DOJ attorneys and developing strong relationships with individuals, schools, and organizations that support the legal community.

For example, OARM recruits DOJ attorneys from all over the country to do presentations at law schools (more than 70 conducted in 2007). To assist the attorneys with their presentation, OARM provides a Power Point slide show and a script, and makes all the arrangements for the attorneys at the various law schools.

OARM also conducts presentations about opportunities at DOJ to groups of law school career services professionals. Since the majority of law students learn about the Department through their career services office, developing strong relationships with these professionals and keeping them informed about DOJ legal careers is very important. Since 2007, OARM has conducted presentations to career services professionals at law schools in the New York, St. Louis, Minneapolis, Chicago, Northern California, Los Angeles, San Diego, and Philadelphia areas. In 2008-2009, OARM hopes to focus its efforts in the southern part of the country.

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OFFICE OF JUSTICE PROGRAMS

Utilizing guidance from the OPM Hiring Model, the Office of Justice Programs (OJP) has initiated a hiring model that includes: a pre-hire questionnaire and face-to-face meetings with hiring officials in an effort to ensure that Human Resources staff have a solid grasp on the recruitment needs of hiring officials before initiating the recruitment process. This proactive approach has resulted in better applicant assessment tools (job analyses and crediting plans), which ultimately produce the "right person" for the job. In addition, the enhanced partnership with the customer and human resources staff has resulted in a five percent increase in new subject matter experts (SME) and hiring officials Avue users.

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OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General (OIG) utilizes the Federal Career Intern Program (FCIP) to fill several mission-critical occupations. Interns have been appointed to program analyst, auditor, financial management analyst, criminal investigator, and human resources positions. All Interns have career ladders to the GS-13.

Through the FCIP, the OIG has developed a good source of talent. Interns have performed audits, evaluations, investigations and special reviews of the personnel and programs of several DOJ components including the FBI, DEA, and BOP. They have investigated allegations of bribery, fraud, abuse, and violation of civil rights and other laws, policies, and procedures that govern DOJ employees, contractors, and grantees.

Since the OIG's formal implementation of the FCIP in 2004, the agency has appointed 34 individuals. Interns comprise approximately seven percent of the OIG workforce. Of the 34 appointed, 29 or 85 percent are currently retained by OIG. While the interns do not currently hold supervisory/managerial positions, approximately 21 percent of them are at the GS-12 and GS-13 grade levels. Interns are positioning themselves in the succession pipeline for possible supervisory positions in the future.

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U.S. MARSHALS SERVICE

The U.S. Marshals Service (USMS) has implemented a "just-in-time" recruiting strategy to fill Deputy U.S. Marshal positions using the Federal Career Intern Program (FCIP) hiring authority. In the past, the extraordinary number of applicants resulted in large registers that could be tapped for as many as five or six years.

As part of this recruitment strategy, the USMS trains Deputy U.S. Marshals to become FCIP recruiters and interviewers. Deputy U.S. Marshals trained in recruitment practices conduct numerous information sessions, explaining the minimum qualifications necessary to become a Deputy U.S. Marshal, specific job duties, and the application process. Senior and Supervisory Deputy U.S. Marshals are also engaged in the FCIP recruitment process by serving as interviewers.

From January through July 2008, 69 individuals have been accepted as candidates to the U.S. Marshals Training Program utilizing the FCIP.

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