
U.S. DEPARTMENT OF JUSTICE
RECRUITMENT SUPPLEMENT



September 2008

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Talent Management Through Effective Recruitment

The Department of Justice mission to enforce the law, and to defend the interests of the United States and its citizens in accordance with the law is carried out by approximately 104,000 talented and diverse men and women, working in 40 separate component organizations and in numerous and varied law enforcement, legal, and administrative mission-critical occupations. With such an important mission to achieve, it is critical for DOJ to utilize effective human capital tools to successfully recruit highly-skilled applicants for DOJ career opportunities.

To meet this responsibility and Goal 2 of the DOJ Human Capital Strategic Plan "Strengthen the DOJ Workforce", the DOJ HR Community developed this *Recruitment Supplement*. This document identifies a set of recruitment objectives and strategies that can supplement ongoing Departmentwide efforts to effectively attract talented individuals from diverse backgrounds for DOJ mission-critical occupations. In addition, a list of recruitment sources is offered to components for their possible consideration when identifying organizations that may help further attract potential job candidates from various backgrounds.

While the Department's recruitment practices consistently yield positive results, more work needs to be done. DOJ will need to continue to employ new and unique recruitment strategies in order to attract top talent and to compete with the private sector. Currently, DOJ utilizes a process of assessment, communication, and planning between the DOJ HR and Equal Employment Opportunity (EEO) communities, and stakeholders throughout the Department to effectively manage its talent. This strategy, as demonstrated below, includes a combination of ongoing activities that sustain effective workforce recruitment and development.

- ✓ ***Institutionalization of Talent Management*** – To ensure talent management efforts are institutionalized and refined from a macro-level, the DOJ HR and EEO communities have incorporated specific talent management goals, strategies, tactics and measures within their respective strategic plans. These goals, strategies, tactics and measures are designed to attract a workforce that is highly qualified and diverse in order to support DOJ mission priorities.
- ✓ ***Regular Assessment of Workforce and Leadership Composition*** – In December 2007, DOJ completed a substantive DOJ Strategic Leadership Succession Plan via the DOJ Workforce Planning Group. The DOJ Succession Plan provides a clearer picture of leadership skill gaps and identifies a course of action to close identified competency gaps. It revealed that by the end of FY 2013, 68 percent of DOJ executives will be eligible for retirement; 80 percent or more of the executives in the Bureau of Alcohol, Tobacco, Firearms and

Explosives, Bureau of Prisons, Drug Enforcement Administration, and U.S. Marshals Service will also be eligible to retire.

- ✓ **Strategic Implementation of Recruitment/Outreach Strategies** – DOJ components, through ongoing HR and EEO recruitment and outreach efforts, continue to utilize a variety of strategies that will promote DOJ as an employer of choice, and can develop a highly qualified, diverse applicant pool for DOJ mission-critical occupations and senior-level positions.

RECRUITMENT OBJECTIVES AND STRATEGIES

As noted above, the DOJ HR Community identified a set of objectives and strategies to supplement ongoing Departmentwide recruitment efforts. These objectives and strategies focus on raising awareness of DOJ, its mission, career opportunities, and the various tools and resources that can be utilized to further attract potential job candidates.

Objective A: Effectively market the Department of Justice as an employer of choice

Strategies:

- ✓ Revise DOJ component vacancy announcements utilizing the Office of Personnel Management's (OPM) *Career Patterns* template to attract applicants.
- ✓ Update or develop current marketing materials to communicate job opportunities, specifically mission-critical occupations, and those that are hard-to-fill, through appropriate media (publications, internet, public service announcements, and press releases). Materials should also include information on job requirements and should be made available in alternate formats.
- ✓ Provide training to educate DOJ component recruiters and managers on hiring policies and practices, effective recruitment strategies, tools, and resources, and the important roles they must play in the recruitment process.
- ✓ Maximize use of web-based technology, including interactive media, to promote DOJ and its employment opportunities.
- ✓ Engage DOJ senior leaders to assist with promoting DOJ's mission and employment opportunities.
- ✓ Promote DOJ's ranking as one of the *Best Places to Work* in the Federal Government.

Objective B: Coordinate Departmentwide recruitment and outreach activities

Strategies:

- ✓ Develop a consolidated and relevant list of academic and professional conferences and career fairs which DOJ components will attend.

- ✓ When appropriate, identify, fund, and coordinate joint component participation in professional conferences and career fairs.
- ✓ Develop and/or actively participate in recruitment working groups to address recruitment issues. Workgroups should include members from the HR and EEO communities, managers/supervisors, and recruiters.
- ✓ Identify recruitment sources and develop a database for identified sources.

Objective C: Incorporate Departmental recruitment initiatives that will further diversify the Department’s workforce at all levels and within all DOJ mission-critical occupations.

Strategies:

- ✓ Develop and strengthen existing Departmental partnerships with varied organizations supporting diverse constituent groups, and academic institution including, Minority Serving Institutions (i.e., Hispanic Serving Institutions, Historically Black Colleges and Universities, and Tribal Colleges and Universities).
- ✓ Work closely with DOJ Special Emphasis Program Managers to include recruitment of individuals from diverse backgrounds, and identify whether there are any barriers to hiring, career advancement, promotions, and retention of employees.
- ✓ Include Departmental spokespeople appropriate to target audience at recruitment events.

Objective D: Promote awareness and utilization of existing Departmental policies and programs, particularly student-centered programs, that support recruitment efforts

Strategies:

- ✓ Promote DOJ employment benefits and services, particularly work and family programs (e.g., Alternate Work Schedules, Telework, part-time employment, and transit subsidies), and continuous learning and development opportunities.
- ✓ Provide technical assistance on human resource policy and initiatives, including a library of resources to assist individual component recruitment and outreach efforts.
- ✓ Continually improve Departmental and human resource websites to generate interest in DOJ and its career opportunities.
- ✓ Utilize available hiring authorities and flexibilities (e.g., Recruitment, Relocation and Retention Incentives; Student Loan Repayment; Federal Career Intern Program, Presidential Management Fellows Program; Student Career Experience Program, Student Temporary Employment Program, and Summer Hire Programs).
- ✓ Assess outcomes of participation in student-centered programs and the extent to which they result in transitioning college students into permanent entry-level positions.
- ✓ Engage senior DOJ management to assist with delivering DOJ message to student populations, as opportunities are identified.

Objective E: Enhance the internal Senior Executive applicant pool, including the GS-14/GS-15 pipeline

Strategies:

- ✓ Participate in the DOJ Leadership Excellence and Achievement Program.
- ✓ Promote and enhance executive training and development.
- ✓ Encourage assignments and details to special projects.
- ✓ Promote and recognize executive mobility.
- ✓ Provide mentoring opportunities.
- ✓ Participate in the Federal Executive Institute Program on Leadership for a Democratic Society.
- ✓ Participate in the OPM Career Development Program.

RECRUITMENT SOURCES¹

Law Enforcement

Federal Law Enforcement Association

P.O. Box 326, Lewisberry, PA 17339

Website: <http://www.fleoa.org/>

International Association of Chiefs of Police

515 North Washington St, Alexandria, VA 22314

Website: <http://www.theiacp.org/>

National Asian Peace Officers Association

P.O. Box 71551 - Oakland, CA 94612

Website: <http://www.napoaonline.org/>

National Association of Police Organizations

317 South Patrick Street, Alexandria, VA 22314-3501

Website: <http://www.napo.org/>

National Law Enforcement Recruiters Association

2045 15th Street North, Suite 210, Arlington, VA 22201

Website: <http://www.nlera.org/>

National Organization of Black Law Enforcement Executive

Hubert T. Bell Jr. Office Complex

4609-F Pinecrest Office Park Drive, Alexandria, VA 22312-1442

Website: <http://www.noblenatl.org/>

National Latino Peace Officers Association

1092 "C" 43rd Street, Emeryville, CA 94608

Website: <http://www.nlpoa.org/>

Women in Federal Law Enforcement

2200 Wilson Blvd. Suite 102 PMB-204, Arlington, VA 22201

Website: <http://www.wifle.org/>

¹ This listing is only a sample of possible recruitment sources.

Legal

Alliance of Black Women Attorneys

Website: <http://www.msba.org/links/md/specialty/abwa/>

American Bar Association - Government and Public Sector Lawyers Division

740 15th Street, N.W., Washington, D.C. 20005-1019

Website: <http://www.abanet.org/govpub/home.html>

American Bar Association – Law Student Division

740 15th Street, N.W., Washington, D.C. 20005-1019

Website: <http://www.abanet.org/lzd/home.html>

Federal Bar Association - Federal Career Service Division

1220 North Fillmore St., Suite 444, Arlington, VA 22201

Website: <http://www.fedbar.org/fcsd.html>

Hispanic National Bar Association

Ben Franklin Station, P.O. Box 14347, Washington, D.C. 20044

Website: <http://www.hnba.com>

National American Indian Court Judges Association

1601 Randolph Rd. S.E. Ste. 120-N, Albuquerque, NM 87106

Website: <http://www.naicja.org>

National Association of Women Lawyers

321 North Clark Street, Chicago, IL 60654

Website: http://www.nawl.org/home_4.htm

National Asian Pacific American Bar Association

1612 K Street NW, Suite 1400, Washington, D.C. 20006

Website: <http://www.napaba.org>

National Black Law Students Association

1225 11th Street N.W., Washington, D.C. 20001- 4217

Website: <http://www.nblsa.org/site/>

National Black Prosecutors Association

1507 East 53rd Street, Suite 108, Chicago, IL 60615

Website: <http://www.blackprosecutors.org>

National District Attorneys Association

44 Canal Center Plaza, Suite 110, Alexandria, VA 22314

Website: <http://www.ndaa.org/>

Legal (continued)

National Latina/o Law Students Association

Website: <http://www.nllsa.org>

National Native American Bar Association

1301 Connecticut Avenue, NW, Suite 200, Washington, D.C. 20036

Website: <http://www.nativeamericanbar.org/>

Persons with Disabilities

American Association of Persons with Disabilities

1629 K Street, NW, Suite 503, Washington, D.C. 20006

Website: <http://www.aapd-dc.org>

Disabilities Rights Education & Defense Fund

2212 Sixth Street, Berkley, CA 94710

Website: <http://www.dredf.org>

National Council on Disability

1331 F Street, NW, Suite 1050, Washington, D.C. 20004-1107

Website: <http://www.ncd.gov>

Veterans

American G.I. Forum of the U.S.

National Headquarters, 2870 N. Speer Blvd, Suite 220, Denver CO 80211

Website: <http://www.agif.org>

Paralyzed Veterans of America

801 Eighteenth Street, NW, Washington, D.C. 20006-3517

Website: <http://www.pva.org>