

Reclamation Manual

Directives and Standards

Subject:	Pre-Recruitment Consultation
Purpose:	This Directive and Standard (D&S) sets forth a collaborative process designed to inform and educate hiring officials on the options available for filling vacancies and assist with identifying targeted outreach and/or recruitment efforts in order to increase the number of qualified applicants from diverse demographic groups. The benefits of this D&S are that it: (1) directly supports the Bureau of Reclamation's affirmative employment and workforce diversity initiatives; (2) outlines the responsibilities of hiring officials in aiding Reclamation in meeting its diversity program goals and objectives; and (3) enhances the recruitment and selection process in furthering employment goals and initiatives.
Authority:	Government Performance and Results Act of 1993; 29 Code of Federal Regulations (CFR) 1614 part 102 (a) and (a)(13), and 1614.601(e); Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715) dated October 1, 2003; Executive Order (E.O.) 13518, Employment of Veterans in the Federal Government, dated November 9, 2009; E.O. 13548, Increasing Federal Employment of Individuals with Disabilities, dated July 26, 2010; and E.O. 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, dated August 18, 2011.
Approving Official:	Director, Policy and Administration
Contact:	Human Resources (HR) Division, 84-58000 and Civil Rights Division (CRD), 84-59000

1. Introduction.

- A. The Department of the Interior's vision for a highly skilled workforce that reflects the diversity of the Nation includes a new inclusive strategy that uses multiple cultural backgrounds as tools for competition and workforce development. Differences in background, thought, education, and experience contribute to the varied perspectives in the workplace and create dynamism for higher performance and success in achieving mission goals.
- B. Reclamation, through its Reclamation Leadership Team (RLT) and hiring officials, strives to achieve a diverse workforce that reflects the public it serves. Reclamation hires both qualified non-Federal government and current government status individuals to successfully accomplish its mission. The pre-recruitment consultation (PRC) gives hiring officials the opportunity to fulfill their affirmative employment and diversity responsibilities by helping Reclamation attain a diverse applicant pool. This process also allows hiring officials to make informed decisions prior to advertising vacant positions.

Reclamation Manual

Directives and Standards

2. **Applicability.** This D&S applies to the RLT, all Reclamation hiring officials, and HR and equal employment opportunity (EEO)/diversity professionals.
3. **Definitions.**
 - A. **Affirmative Employment.** Positive steps taken by Reclamation toward greater employment opportunities for demographic groups with lower-than-expected participation rates as compared with the Civilian Labor Force (CLF) and the Department and Presidential administration goals such as the hiring of individuals with disabilities, veterans, or youth. The focus is on outreach and recruitment to increase the number of qualified applicants from diverse demographic groups for each vacancy advertised.
 - B. **Applicant Flow Data.** Information reflecting demographic characteristics of the pool of individuals applying for an employment opportunity.
 - C. **Applicant Pool.** The sum total of all individuals who have applied for a position.
 - D. **CLF.** The United States (U.S.) Bureau of Labor Statistics defines CLF as the sum of persons 16 years of age and over who are employed or are unemployed and seeking work in the U.S. with the exception of members of the armed forces and those who are incarcerated.
 - E. **Demographic Groups.** The EEOC defines demographic groups as Hispanic or Latino male/female; White male/female; Black or African American male/female; Asian male/female; Native Hawaiian or Other Pacific Islander male/female; American Indian or Alaska Native male/female; and Two or More Races male/female.
 - F. **Disability.** With respect to an individual, a disability is a physical or mental impairment that substantially limits one or more of the major life activities of such individual, has a record of such impairment or being regarded as having such an impairment (see 29 CFR 1630.2(g)). For the purpose of statistics, disability refers to the number of employees in the workforce who have identified a disability on Standard Form 256, Self-Identification of Disability.
 - G. **Hiring Officials.** Those individuals responsible for determining recruitment options and making selections consistent with merit principles, MD-715, other applicable laws and regulations, as well as Presidential, Department, and/or Reclamation initiatives.
 - H. **Low Participation Rates.** Workforce participation rate of a specific demographic group which is below their representation in the CLF.

Reclamation Manual

Directives and Standards

- I. **PRC.** An assessment of a vacant position and the sharing of statistical workforce data, alternative recruitment methods, and targeted recruitment options for advertisement which are discussed between HR, EEO/diversity professionals, and the hiring official prior to a position being advertised.
 - J. **Reclamation Diversity Council (RDC).** A group of senior managers and staff representing each region, as well as Denver and Washington offices, charged with furthering MD-715 efforts of Reclamation.
 - K. **RLT.** The RLT are Reclamation's Senior Executive and Senior Leader positions.
 - L. **Targeted Recruitment.** The process of identifying specific sources and locating qualified applicants from demographic groups where low participation rates exist.
4. **Responsibilities.**
- A. **RLT.** The RLT is responsible for promoting a diverse workforce and ensuring hiring officials dedicate appropriate time and resources to carry out the responsibilities and activities outlined in this D&S.
 - B. **Hiring Officials.** Hiring officials are responsible for:
 - (1) dedicating time and resources to carry out the responsibilities and activities outlined in this D&S;
 - (2) utilizing a variety of sources when seeking to fill positions, such as competitive examining, non-competitive reassignments, promotion, change to lower grade, reinstatement, Veterans' Recruitment Appointment, hiring of individuals with disabilities, student educational experience programs, or other sources; and
 - (3) reviewing Reclamation's participation rates and the affirmative employment and diversity goals with the purpose of considering additional alternative recruitment sources such as diverse communities and organizations (e.g., minority-oriented and disability related publications, media, education institutions, or web-based job search engines, and supporting regional or national conferences, career expos and other jobs fairs) that may increase diversity participation both in the application process and in the workforce.
 - C. **Servicing HR and EEO/Diversity Professionals.** HR and EEO/diversity professionals are responsible for:
 - (1) Collaborating with each other and with hiring officials in carrying out the requirements and activities in this D&S.

Reclamation Manual

Directives and Standards

- (2) Updating and providing demographic information and outreach and recruitment sources to hiring officials.
- (3) Reviewing and analyzing targeted recruitment efforts in conjunction with applicant flow data to determine whether an increase of qualified applicants from diverse demographic groups was achieved.
- (4) Conducting reviews of the PRC during HR accountability reviews and/or EEO program evaluations to ensure consistent use of the PRC. Periodic reviews of HR programs and EEO/diversity programs are required by the Office of Personnel Management and the EEOC. (See 5 CFR 250 Personnel Management in Agencies, subpart B and 29 CFR 1614 Agency Programs, part 102 (a)(10), respectively.)
- (5) HR is responsible for retaining PRC documentation in merit promotion or delegated examining vacancy recruitment files.

D. **RDC.** The RDC is responsible for:

- (1) reviewing, analyzing, and reporting Reclamation-wide statistical workforce and applicant flow data; and
- (2) recommending to the RLT appropriate courses of action to improve Reclamation's effort to demonstrate a model EEO program through the MD-715 process.

5. **PRC Procedures.** HR and EEO/diversity professionals will consult with hiring officials prior to any recruitment activity for the purpose of determining the most advantageous outreach and recruitment strategies which will lead to an increase in the number of qualified applicants from diverse demographic groups. This will be accomplished through a PRC, in which the HR and EEO/diversity professionals will carry out the following actions:

- A. explaining the purpose for a PRC to hiring officials and providing them with a copy of this D&S;
- B. providing current demographic information to hiring officials to make informed decisions on outreach and recruitment strategies (see CRD Quicklist on Reclamation's CRD Intranet site and click on "Participation Rates Reports");
- C. educating and informing hiring officials on Presidential, Department, and Reclamation diversity and employment initiatives and goals;
- D. advising and collaborating with hiring officials on outreach and recruitment strategies to increase the probability that the recruitment process produces qualified applicants from diverse demographic groups;

Reclamation Manual

Directives and Standards

- E. advising hiring officials in the identification of outreach and recruitment sources for demographic groups with low participation rates (see CRD Quicklist on Reclamation's CRD Intranet site and click on "Targeted Recruitment Sources"); and
 - F. providing information to, and collaborating with, hiring officials to identify ways to remove barriers in achieving diversity amongst the applicant pool, such as reviewing a crediting plan to determine if it may unnecessarily narrow the potential diversity of the applicant pool.
6. **Timeframe of a PRC.**
- A. If a PRC has occurred for the same occupational series and grade or hourly pay level within a 3-month period and with the same hiring official, then the PRC process described in Paragraph 5 is not required. Rather, the PRC will instead focus on reviewing the previous PRCs and determining whether a change of outreach and recruitment strategies is necessary in order to increase the number of qualified applicants from diverse demographic groups from prior recruitments.
 - B. Should a hiring official elect to recruit by a single method, such as merit promotion, then the focus of the PRC must center on, for example, enlarging the area of consideration or announcing the vacancy as a career ladder to maximize the potential diversity of the applicant pool; the aim always being to widen the potential pool not reduce it.
7. **Data Integrity.** For consistency purposes, the current statistical workforce data must be extracted from the Federal Personnel/Payroll System using Hyperion and selecting "EEO MD-715 Reporting."
8. **Tracking.** Reclamation's Enterprise "on-line" staffing program will be used to obtain available statistics of applicant flow data voluntarily provided by applicants. PRC documentation will be retained within the merit promotion or delegated examining vacancy recruitment files for the required retention period (see Information Management Handbook, Volume II, Records Retention Schedules, PER-5.20).
9. **Reporting.** Reclamation's MD-715 data tables will be reviewed by the RDC annually for employee losses in all demographic groups to identify triggers that are causing changes in the statistical data. Conversely, the MD-715 data tables will be reviewed for gains that show improvement in the individual demographic groups. Reclamation's reporting will be accomplished annually through its "MD-715 Accomplishments Report and Plan Update" to the Commissioner, the Department, and the EEOC.
10. **Oversight.** Consistent use of PRCs will be reviewed during HR accountability reviews and/or EEO program evaluations, as well as a required review of this D&S every 2 years pursuant to Reclamation Manual D&S, *Reclamation Manual (RM) Release Procedures*, RCD 03-01, for continuous improvement.

Reclamation Manual

Directives and Standards

11. **Resources.** The “Supervisor’s Online Toolbox” and the “Hiring Notebook for Managers” on Reclamation’s HR Intranet site contain additional information for use in the PRC.