



# TIPS FOR RECRUITING

 **DoD HIRING REFORM  
IS MISSION CRITICAL**  
[www.cpms.osd.mil/HiringReform](http://www.cpms.osd.mil/HiringReform)



PHASE 1 PHASE 2 PHASE 3 PHASE 4



## **DEVELOP A GAME PLAN TO ATTRACT TOP CANDIDATES**

Before embarking on recruitment activities, hiring managers and HR recruiters need to develop a game plan for identifying the right candidates and what incentives make good business sense for your activity.

## **DEVELOP YOUR RECRUITERS**

Consider using subject-matter experts as recruiters and provide training and certification to enable them to participate. Training can be computer-based, provided semiannually, and include merit principles, booth etiquette, etc.





## **MARKET YOUR WORKPLACE**

### **CREATE MARKETING MATERIALS**

Provide key messages and images that catch the attention and interest of potential candidates and invite them to seek more information. Your messaging should seek to answer for candidates:

- Why should they work for your activity?
- What important mission will they contribute to?
- What kinds of projects will they work on?
- What is the work environment like?
- What is enticing about the geographic area and local community?
- What benefits do you offer?

### **HIGHLIGHT MANAGEMENT PRACTICES**

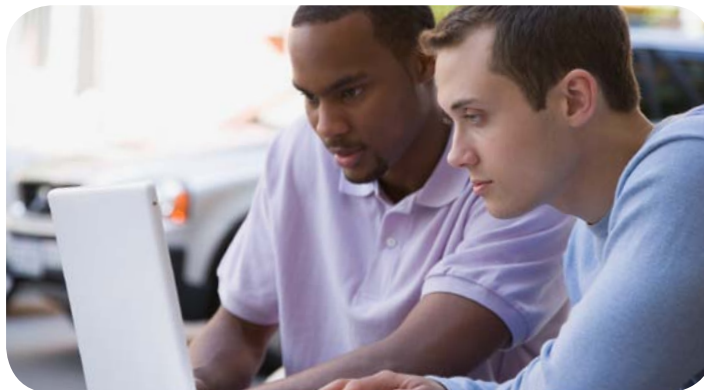
- That help define your organization as a “preferred employer.”
- That reinforce that employees are your most important resource.
- That promote creativity in advertising, recruiting and in filling critical positions.
- That demonstrate a willingness to involve staff in decision making.
- That promote a collaborative team environment.

### **GET THE WORD OUT**

Distribute and provide information to your employees about current position openings so they can get the word out to individuals in their professional network.

### **MARKET TO SPECIFIC AUDIENCES**

Ensure marketing materials are geared toward your specific audience, whether it's career-based (law enforcement, engineer, medical field, etc.), generational (Baby Boomer, Gen-Xer, Millennial, etc.) or prior experience (mid-career, military, college). Consider marketing during odd hours to reach candidates working night shifts. Tailor your giveaways to your particular audience. Items such as t-shirts and water bottles are great marketing tools and are inexpensive when bought in bulk. Two federal government agencies that provide excellent models for marketing material include the Federal Bureau of Investigation (FBI) and Social Security Administration.





## MARKET YOUR WORKPLACE (CONT.)

### USE WEB RESOURCES

#### WEB PAGES

Use existing websites such as <http://www.USAJOBS.gov> to post hot jobs and link to job opportunity announcements. On your component or command website, make sure you provide enticing information about the organization's mission; quality of work life programs such as telework, alternative work schedules and transit subsidies; local community services, things-to-do.

#### SOCIAL NETWORKING

Talk with your HR professional about what your component's policies are regarding posting your jobs online or blogging on Twitter, Facebook or networking sites used by industry and government professionals and technicians. GovLoop is a social networking site nicknamed "Facebook for Feds." Federal, state and local government employees gather in a global community based on Web 2.0 technology. Jobs may be posted directly and linked to USAJOBS. Contact your HR servicing office to see if this is available to you.

#### FREE ADVERTISING VENUES

The Department of Defense publishes electronic vacancy announcements on their employment websites, accessible through <http://jobsearch.goddefense.newjobs.com>. Federal agencies vacancies are listed on the Office of Personnel Management website at <http://my.usajobs.opm.gov>. In addition to these sites, you may find other free advertising venues you can use.



- Request that your HR office advise you of opportunities to feature your "hot jobs" on your component's or command's website or portal, where allowed.
- Make use of free advertising venues where permitted to showcase your organization or publicize your job vacancies, including local news media.
- Post your "Hot Jobs" on the "Hot Careers" page at <http://www.goDefense.com>.
- Become a "Featured Employer" and post your "Jobs in Demand" at <http://www.USAJOBS.gov>
- Talk with your HR professional about what your component's policies state regarding making use of free advertising venues, including local news media, to notify the public about your vacancies.



## **MAKE CONNECTIONS**

### **ESTABLISH RELATIONSHIPS WITH LOCAL SCHOOLS**

Participate in career fairs at local colleges and high schools. Also make presentations at middle schools and grade schools to focus on early exposure to the mission of your organization. Talk about what's good about your organization, the kinds of work and jobs you perform and some interesting facts that make your organization stand out.

### **HOST YOUR OWN CAREER FAIR**

Conduct career fairs in your local area and invite students and alumni from local colleges and professional organizations. Provide a way for applicants to input information including their email address, type of degree, résumé and citizenship status prior to the event. Notify unqualified applicants prior to the event so only qualified candidates are interviewed at the event. Consider the benefits of referring candidates who do not meet the criteria in one area directly to another area for which they may be better suited.

### **CONTACT ALUMNI OFFICES**

To reach experienced candidates, contact alumni offices at colleges offering degrees in the profession for which you are recruiting. Post vacancies on their alumni websites where possible. Write an article for their alumni newsletter about DoD careers.

### **CONTACT RELEVANT ORGANIZATIONS**

Contact local professional, veterans and other associations and organize information sessions on DoD careers at meetings. Check to see if they are willing to share their membership mailing lists. Many federal agencies, including the Internal Revenue Service, Small Business Administration and Peace Corps, have successfully leveraged regional and national job fairs hosted by the American Association of Retired Persons (AARP) as recruiting events. Joining AARP's National Employer Team costs very little each year, allows you to co-brand on their website, gives you access to 2 million AARP members. AARP also provides ad hoc training on recruiting older workers to the workplace. Check with your HR servicing office to see if this is a resource you can use.

### **ESTABLISH RELATIONSHIPS WITH OTHER RELATED GOVERNMENT & INDUSTRY ORGANIZATIONS**

Promote internships and informational visits between organizations with common labor force interests. The nonprofit group, Partnership for Public Service, began a pilot program in 2009, FedExperience, geared toward inspiring talented, experienced workers from private industry and other sectors of the economy to join the federal service. More information on the program can be found at <http://ourpublicservice.org/OPS/programs/fedexperience>.



## **MAKE CONNECTIONS (CONT.)**

### **LEVERAGE NETWORKING OPPORTUNITIES**

Affiliations with professional groups or organizations can provide access to large pools of talented, experienced professionals, as well as increasing networking opportunities. Use partnering events with affinity groups, such as Federally Employed Women (FEW), tribal colleges, Historically Black Colleges and Universities (HBCU), Hispanic Association of Colleges and Universities (HACU), etc. to recruit underrepresented populations. Some federal government agencies have successfully incorporated addressing underrepresentation into a senior executive's performance plan.

### **COLLABORATE WITH OTHER DoD RECRUITERS**

Share the cost of an exhibit booth at career fairs and conferences with other DoD recruiters. Consider posting events electronically in a common venue so recruiters do not duplicate efforts and are available to help each other out, maximizing use of funds.

### **REACH OUT AND RESPOND TO PROSPECTIVE EMPLOYEES**

Actions such as personally acknowledging receipt of résumés or providing status of vacancies promotes a candidate-friendly hiring program. Surveys conducted by other government agencies found that the most important thing to potential employees is the sincerity of the recruiter and the ability to connect and be open with candidates.

### **FOLLOW UP WITH CONTACTS**

When you meet candidates at hiring events, request their résumé and email address. Create a database and send your contacts emails notifying them of "hot jobs" or press releases and articles about your agency.





## USE PROVEN RECRUITING TECHNIQUES

### TREAT APPLICANTS AS YOUR CUSTOMERS

Compose well-written, applicant-friendly vacancy announcements. Follow the suggestions provided in the Four Key Steps of the Hiring Process pamphlet for writing effective job opportunity announcements and refer to information on the Hiring Reform website, <http://www.cpms.osd.mil/HiringReform>.

### MAXIMIZE THE INTERVIEW PROCESS

- When scheduling an interview, have the applicant meet with employees who come from the same nursing school, or who have similar backgrounds.
- Arrange an interview schedule that allows the applicant to meet with professionals at various stages of their careers (entry level through mid-career).
- When bringing an applicant back for a second interview, try to schedule the physical exam and drug test for the same visit so that he or she does not have to make the trip multiple times.
- It is important for an interviewer to follow up personally with the applicant to see if he or she has any questions.





## **CLOSE THE DEAL**

### **UTILIZE COMPETITIVE SALARY OPTIONS**

Be prepared to discuss salary under the General Schedule (GS) and/or any alternate personnel systems or demonstration projects. The GS system offers some flexibilities in setting pay. These flexibilities include:

- Superior Qualifications
- Special Needs Pay-Setting Authority
- Special Qualifications Appointments
- Highest Previous Rate
- Advanced Salary for New Appointees
- Premium Pay under certain circumstances

### **STRESS QUALITY OF LIFE INITIATIVES**

- Flexible Work Schedules. Be prepared to talk about the range of flexible or alternate work schedules.
- Telework Opportunities
- Transit Allowances
- Access to fitness centers, child care facilities, parking, etc.

### **OFFER RECRUITMENT AND RELOCATION INCENTIVES**

Check to see what incentives may be available and appropriate.

### **USE PERMANENT CHANGE OF STATION (PCS)**

Plan to fund PCS costs if the best-qualified candidates are outside the commuting area.

### **CONSIDER STUDENT LOAN REPAYMENT**

This is an attractive incentive for new college grads and experienced candidates who may be re-entering the work force with graduate degrees.

### **USE NON-FEDERAL AND UNIFORMED SERVICE CREDIT FOR ANNUAL LEAVE ACCRUAL**

*Note: Please consult with your Human Resources office for specific procedures applicable to your organization for any of the hiring options mentioned above.*

Find more information on HR flexibilities at: <http://www.opm.gov/omsoe/hr-flex>





## IMPORTANT REMINDERS

### CLOSE THE LOOP

When the hiring process has been completed, follow up the official notification to applicants, where possible, with a thank you letter or an email. Remember to complete promises made in the recruiting process. By communicating with applicants through every stage of the process, you are maintaining their interest in applying for future vacancies.

### MEASURE SUCCESS

Discuss the means to capture metrics to measure success. One idea includes an after-action report following an event to record a snapshot and to measure the event's success. Consider "tagging" each event with an extender, such as A1, A2, A3, and have individuals use that extender when applying for jobs or connecting to your website, to measure an event's effectiveness.

Once you have determined an event's effectiveness, work with your HR servicing office to decide which events to continue and which events to discontinue.

