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MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

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SUBJECT: Institutionalizing Hiring Excellence to Achieve Mission Outcomes

The American people expect and deserve the best service from the Federal Government. This requires a talented, highly-skilled Federal workforce that is drawn from the rich diversity of the people it serves. The Federal Government has a unique opportunity to attract talented individuals from multiple sectors to work on a variety of compelling missions. However, too often, implementation challenges and myths related to the hiring process get in the way of bringing in top talent and advancing skilled employees. In accordance with priorities established in the President's Management Agenda (PMA) Cross Agency Priority (CAP) goal on People and Culture, this memorandum provides guidance to support and empower agencies to hire the best talent from all segments of society and develop and promote our existing employees.<sup>1</sup>

This memorandum encourages the adoption of practical solutions that have been proven in Federal agencies to tackle the most common barriers agencies face in the Federal hiring process. Overcoming existing barriers in Federal hiring will involve: developing a collaborative relationship between human resources (HR) staff and the supervisor/hiring manager; expanding the use of data to inform workforce planning and strategic recruitment; improving the quality of the Job Opportunity Announcement (JOA) to showcase agency missions and attract qualified applicants; increasing the use of Subject Matter Experts (SMEs) to assist HR in assessing applicants; and making use of effective assessment tools. Furthermore, this guidance reflects feedback received from over 3,000 supervisors and HR professionals at Hiring Excellence forums conducted across 22 cities over the past year.

This memorandum sets forth a framework of key objectives and associated proven practices to achieve and sustain hiring excellence. The appendices to this memorandum include:

- An Overview of Hiring Excellence Objectives and Agency Examples (Appendix A),
- Sample actions agencies have used to make improvements in their hiring processes (Appendix B),

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<sup>1</sup> <https://www.performance.gov/node/3394/view?view=public>

- A dashboard of government-wide metrics related to the hiring process, such as Federal hiring satisfaction data and Federal workforce diversity demographics (Appendix C),
- Hiring Excellence tools and resources (Appendix D), and
- Fast Facts for Hiring Officials- a listing of hiring authorities and flexibilities currently available under Title 5 of the Code of Federal Regulations (Appendix E).

This guidance applies to non-political appointments and shall be implemented consistent with the requirements of 5 U.S.C. Chapter 71, regarding the Federal Service Labor-Management Relations Act, when applicable.

## **I. Hiring Excellence Objectives**

In 2009, as part of the Administration’s first budget guidance to agencies, the Office of Management and Budget (OMB) asked agencies to take steps to streamline and improve their hiring processes. In May 2010, the President issued a Memorandum—*Improving the Federal Recruitment and Hiring Process*,<sup>2</sup> that resulted in the U.S. Office of Personnel Management (OPM) and other agencies taking several steps to make it easier for individuals to apply for Federal jobs and to improve the quality and speed of agency hiring. While much progress has been made, agencies continue to experience challenges in the Federal hiring process.

Several agencies have identified the hiring process as one of their top challenges to achieving mission performance objectives. In its Fall Forum in September of 2016, the Chief Human Capital Officers (CHCO) Council identified improving hiring as one of their top priorities of focus for the coming year. Moreover, surveys show that for the past two years, compared to other mission support functions, Federal managers are least satisfied with the quality of recruiting and hiring services relative to other mission support functions.<sup>3</sup> According to Government-wide survey data from supervisors/hiring managers, in 1 out of every 5 hiring actions, no selection will be made; almost one-third of hiring managers reported that they did not discuss the skills requirements nor work with HR staff to develop the job analysis and assessment plan, and about 60% of managers reported that they were not actively involved in recruitment for the job.<sup>4</sup> Diversity challenges also persist across government with minorities, women, and people with disabilities remaining slightly underrepresented in the Senior Executive Service (SES) and in some Federal agencies.

To address these challenges, as part of the PMA CAP goal on People and Culture, OPM is implementing a Hiring Excellence Campaign in partnership with OMB, the White House Presidential Personnel Office (PPO), and Federal agencies. Through 4 pilot sessions and 33 in-person sessions held across the country, OPM worked with over 3,000 supervisors/hiring managers and HR specialists from over 25 agencies sharing best practices, tips, and techniques for improving Federal hiring. OPM also trained over 1,700 Federal employees across the nation

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<sup>2</sup> <https://www.whitehouse.gov/the-press-office/presidential-memorandum-improving-federal-recruitment-and-hiring-process>

<sup>3</sup> Customer Satisfaction Survey from GSA Benchmarking Initiative: In early 2016, GSA surveyed all senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) of the 24 CFO Act agencies, asking about their satisfaction with mission-support services.

<sup>4</sup> CHCO Hiring Manager Satisfaction Survey, 2015 and 2016

through an online Human Resources Virtual Conference focused on Hiring Excellence. Based on research and feedback received from the Hiring Excellence Campaign, we have identified the following three objectives as critical to successful hiring outcomes, as well as seven proven practices that will help agencies meet these objectives:

**Hiring Excellence Objectives and Associated Proven Practices**

<b>Hiring Excellence Objectives</b>	<b>Proven Practices</b>
1. Strengthen Collaboration between Supervisors/Hiring Manager and HR Specialist and Clarify their Roles and Responsibilities	1. Supervisors/Hiring Managers are actively involved in every appropriate step of the hiring process 2. HR specialists have expertise to meet the needs of their customers to consult and advise Supervisors/Hiring Managers through the process
2. Improve Workforce Planning and Strategic Recruitment to Reach a Well-Qualified and Diverse Applicant Pool	3. Data is used to inform workforce planning and strategic recruitment, and relevant hiring authorities are fully leveraged, as appropriate 4. Outreach efforts to diverse communities to create applicant pools from all segments of society 5. Job Opportunity Announcements are clear, concise, and captivating
3. Improve Assessment Strategies to Get the Best Talent	6. Subject Matter Experts help HR assess applicant qualifications 7. Agencies use effective assessment tools to evaluate job applicants

**II. Next Steps and Timeline for Institutionalizing Hiring Excellence**

To improve hiring, we are asking agencies to engage in actions consistent with, and in support of, the three Hiring Excellence objectives and seven proven practices identified in this memorandum.

*Next Steps*

1. OPM will distribute relevant hiring data to agencies to help inform areas where hiring can be improved, as part of the agencies’ overall Hiring Excellence efforts.
2. Agencies will select at least three of the seven proven practices listed above (or other related practices) where agencies will prioritize their planned actions in FY17.
3. Each Agency will identify individuals for their Agency’s Hiring Excellence team, which will be led by the CHCO, and include a senior leader of the agency’s accountability program as well as senior leaders of the components or occupational areas that the agency will prioritize for their FY17 hiring excellence actions.

4. Agencies will submit their planned actions from #2 above and names and contact information for designated Hiring Excellence team members to OPM.
5. Agencies and OPM will participate in regular community of interest meetings to discuss successes and challenges, promising practices, and progress.

Activities in support of Hiring Excellence should be reflected in the agency strategic human capital plan and integrated into existing planning and reviews (e.g., Strategic Reviews, HRStat). At the end of next fiscal year (FY2017), agencies will report on progress and achievements. To help track progress, OMB and OPM will monitor government data sources such as the Chief Human Capital Officer Council’s (CHCO) Manager Satisfaction Survey, General Services Administration (GSA) Benchmarking Survey of manager satisfaction with HR services, and diversity data.

To support agencies in achieving Hiring Excellence, OPM will provide train-the-trainer based sessions, as well as virtual training sessions. In addition, OPM will partner with the CHCO Council to convene other management councils such as the Chief Information Officer’s (CIO) Council, the Chief Financial Officer’s (CFO) council, and the Chief Acquisition Officer’s (CAO) Council to hold a forum on how to drive success and implementation of Hiring Excellence across government. OPM also will update policy and guidance to include a supplement to the Delegated Examining Operational Handbook (DEOH), as well as provide updated tools and resources to ensure that the most current information is available. Finally, to ensure we have an HR workforce that is highly-skilled and able to meet the demands of Federal talent acquisition strategies, OPM is partnering with the CHCO Council to build a comprehensive curriculum of HR training and education. Courses are tentatively scheduled to be available beginning in early 2017.

***Timeline***

Below is the schedule for Hiring Excellence actions to be taken by agencies, as well as by OPM and OMB, through in FY 2017:

<u>Date</u>	<u>Action</u>
November 1st, 2016	Agency staff participates on a call with OPM and OMB to review the contents of this memo and receive answers to questions.
November 14th, 2016	OPM to send relevant hiring data to agencies to help inform where recruitment for hiring can be improved, as part of their overall Hiring Excellence efforts.
December 16 <sup>th</sup> , 2016	Based on a review of relevant hiring data, policies, and practices, each agency identifies and submits at least three proven practices on which it will prioritize for Hiring Excellence actions as well as the names and contact information of the individuals of their Hiring Excellence team.  This team should be led by the agency CHCO and include senior executives from the agency’s accountability program/office along with senior leaders of

	<p>the components or occupational areas the agency chooses to prioritize for implementation of its Hiring Excellence proven practices. Information should be sent via email to Kimberly Holden, Deputy Associate Director, OPM, at <a href="mailto:Outreach@opm.gov">Outreach@opm.gov</a> and should contain “Institutionalize Hiring Excellence- Agency Name” in the email subject line.</p> <ul style="list-style-type: none"> <li>• Agencies should use a data-driven approach to select their priorities, determine scope, and review relevant policies and practices to determine whether hiring barriers may exist.</li> <li>• At a minimum, agencies should include as part of their reviews CHCO Hiring Manager Satisfaction Survey data, GSA Benchmarking Survey data that measures the satisfaction with HR services, diversity data, Federal Employee Viewpoint Survey (FEVS) data, and the agency’s most recent human capital audits and evaluations, to assess which agency areas or components are in most need of improvement.</li> <li>• Proven practice improvements can target the Department as a whole, a specific component(s), or targeted positions.</li> <li>• Agency components should be involved in the discussion and engage in a similar exercise; however, direct reporting will not be required for agency components.</li> </ul> <p>(Suggested approaches and sample practices from agencies who have successfully addressed these challenges are included in the Appendices.)</p>
Mid-January 2017	OPM and OMB will provide feedback on agency submissions and will co-host an orientation meeting to establish the Community of Interest. CHCOs will use the HRStat quarterly review mechanism to identify and baseline Hiring Excellence metrics and targets to be tracked on a quarterly basis.
September 2017	Agencies will report on their progress; jointly review CHCO Hiring Manager Satisfaction Survey data, GSA Benchmarking Survey data that measures the satisfaction with HR services, and diversity data; and identify accomplishments and lessons learned from these hiring initiatives.
Ongoing	The Community of Interest will convene to discuss progress, challenges, and share promising practices, while CHCOs will discuss overall progress during council meetings.
Ongoing-Quarterly	CHCOs will utilize HRStat to conduct quarterly reviews to measure progress and identify actions to enhance organizational hiring culture. CHCOs and Labor Management Council (LMC) work groups will meet throughout the year to exchange lessons learned and develop tools and best practices to be shared via other appropriate means.
Ongoing-Quarterly	Agency Heads, Deputy Secretaries, and Assistant Secretaries of Administration and Management should hold regular briefings with OMB on their agency's progress with their Hiring Excellence actions.

## Appendix A: Overview of Hiring Excellence Objectives and Agency Examples

### Strengthen Collaboration between Supervisors/Hiring Managers and HR Specialists and Clarify their Roles and Responsibilities

Collaboration is the key to hiring excellence. To achieve successful hiring outcomes, **supervisors/hiring managers must be actively involved in every appropriate step of the hiring process**, communicating and collaborating with HR Specialists on a regular basis. According to the CHCO Manager Satisfaction Survey, almost one-third of supervisors/hiring managers reported that they did not discuss the skills requirements and work with HR to develop the job analysis and assessment plan.<sup>5</sup> Lack of engagement can contribute to a poor outcome, as HR staff may not fully understand the hiring needs of the supervisor or the technical aspects of the job, information that is important to include in a JOA or assessment strategy.

One myth that may contribute to the lack of collaboration is the belief that, in order to preserve objectivity of the selection, supervisors/hiring managers should not be involved in their hiring actions. In fact, OPM calls for hiring managers/supervisors to be actively involved in the workforce planning, outreach efforts, job analysis development, and assessment planning aspects of the hiring process.<sup>6</sup> Supervisors/Hiring Managers should have accountability for the hiring strategy, and HR specialists should provide appropriate consultation and support concerning the authorities and rules involved.

**Example:** At the Social Security Administration (SSA), recruitment cadres, at both the national and regional levels, made up of senior HR specialists and experienced hiring managers/supervisors, facilitate knowledge sharing, provide effective marketing techniques, and sponsor relationship building with outside institutions like military installations and vocational rehabilitation agencies. These cadres ensure that recruitment is a year-round activity. For example, the cadres gather pools of candidates eligible for special appointing authorities; members of the cadre share best practices on recruitment techniques; and hiring managers receive supplemental marketing materials for hard-to-fill positions, such as those requiring bilingual or IT technical skills.

**HR Specialists' Expertise** is critical to helping Supervisors recruit and hire top talent. Over the past year, significant work has been done to increase the skills of HR specialists so they can meet the needs of their customers. In addition, we understand that the variety of service delivery models used for HR, including shared services, can add challenges in ensuring that specialist expertise is available and that collaboration happens between HR specialists and hiring managers/supervisors. We will explore these challenges further through the Community of Interest and work with agencies to provide specific best practices on how Hiring Excellence can be implemented at agencies with a shared service environment.

<sup>5</sup> Chief Human Capital Officer Hiring Manager Satisfaction Survey (2015 and 2016).

<sup>6</sup> Mythbusters: OPM's Myths vs. Facts with the Federal Hiring Process <https://www.opm.gov/policy-data-oversight/hiring-information/hiring-excellence/tools-resources/hiring-excellence-mythbusters.pdf>

## Improve Workforce Planning and Strategic Recruitment to Reach a Well-Qualified and Diverse Applicant Pool

**Workforce planning** is a process that enables agencies to identify their current and future workforce needs by analyzing data, while determining potential impacts that could influence the workforce's composition in the future. The resulting analysis should inform the development of a human capital strategy that includes a hiring and redevelopment approach. Workforce planning should include the careful review of agency workforce data, including, applicant flow data, workforce diversity data, and other available data to identify areas of strength and weakness, improvement actions, and the areas of greatest need, which will inform a strategic recruitment plan. For example, agencies should continue to review the data from the Factor Model, as well as other data points deemed relevant for their analysis, such as the Mission Critical Occupation Resource Charts (or the MCO Resource Charts which include projections).

To ensure the success of a workforce planning process, hiring managers/supervisors must actively engage with their human capital partners. Currently, nearly 1 in 10 managers indicate that they are not fully involved in the workforce planning process, including determining current and future workforce requirements. To improve workforce planning, agency leaders should set the expectation that supervisors/hiring managers must participate actively in the hiring process and plan for vacancies as part of their annual planning and budgetary cycles.

Supervisors/HR managers must also have strategic plans identifying staffing needs and planned hiring actions to facilitate achieving their mission priorities. Plans should consider whether there are **hiring authorities and flexibilities** to more effectively and efficiently hire individuals with job relevant backgrounds, knowledge, or work experiences and supplement the competitive hiring process. According to the Government Accountability Office (GAO), in 2014 Federal agencies used only 20% of hiring authorities for over 90% of new hires, out of over 100 hiring authorities available.<sup>7</sup> Agencies should take advantage of recruiting for common talent needs across their agency through sharing job certificates across components where applicable. In addition, agencies will soon be able to share certificates for similar positions across agencies through the Competitive Services Act signed into law in 2016. An interim final rule to implement the Competitive Services Act is forthcoming. Through analysis, planning, and collaboration, the necessary pre-conditions for effective hiring can be achieved.

**Example:** During this Administration agencies have utilized an excepted service hiring authority (often referred to as Schedule A(r)) to hire individuals in support of fellowship and similar programs. The positions are filled from limited applicant pools that provide for a cross-fertilization and exchange of ideas between the agency and the private sector. Under this authority, found in 5 CFR 213.3102(r), agencies can determine eligibility and selection criteria, as well as design how they want to advertise to individuals with skillsets they wish to target for these programs. Appointments under this authority cannot exceed 4 years and are subject to the application of veterans' preference. Many agencies have utilized this authority to create fellowship and other programs that bring in top-quality individuals with specialized experience from the private sector across many industry sectors to serve time-limited appointments working alongside top-talented Federal employees to work on complex challenges. An example of such a program is the Entrepreneur-In-Residence program at the Department of Health and Human Services (HHS) designed to bring healthcare innovators and others from the private sector into HHS to work on many of their complex, high impact initiatives.

<sup>7</sup> Government Accountability Office. (2016). *OPM Needs to Improve Management and Oversight of Hiring Authorities* (GAO Publication No. GAO-16-521). Accessed at [www.gao.gov/assets/680/678814.pdf](http://www.gao.gov/assets/680/678814.pdf)

**Strategic recruitment** improves agencies' abilities to find and attract the right talent. Currently approximately 40% of managers are not actively involved in recruiting for their vacancies.<sup>8</sup> Supervisors/hiring managers should be involved in marketing their job opportunities and utilizing multiple recruitment channels in addition to USAJOBS to reach applicants from all segments of society.

OPM's Office of Diversity and Inclusion (D&I) developed a D&I Dashboard for agency use in workforce planning and strategic recruitment, pursuant to Executive Order 13583 and the Government-wide Strategic Plan published in 2011. The tool indicates how workforce representation fluctuates by agency, by subcomponent, and by grade level, it can be used with relevant civilian labor force (RCLF) data and applicant flow data to determine where an agency has underrepresentation and should focus recruitment effort.<sup>9</sup> As the U.S. workforce

continues to experience demographic shifts, Federal departments and agencies should develop comprehensive strategies to drive and integrate diversity and inclusion practices with a particular focus on areas where underrepresentation may exist. Engaging in strategic outreach with diverse sources, such as diversity organizations, minority serving institutions, local or state government, and affinity and employees resource groups, is key to building and sustaining diverse talent networks and diverse applicant pools before positions are advertised. Finally, when conducting strategic outreach, agencies should clearly set expectations and find innovative ways to update applicants during the recruitment process. <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>

Another key component of recruitment is the **Job Opportunity Announcement (JOA)** which helps applicants effectively understand what the job entails and what qualifications are required. A well written JOA is clear, concise, and captivating, and enables candidates to understand whether they are eligible to apply to, and will qualify for a position. Successful JOAs sell the depth and breadth of an agency's mission, how it connects to the advertised job, and the specific minimum qualifications and skills needed for the position. USAJOBS tools allow HR specialists and supervisors/hiring managers to monitor traffic to their JOAs and recruit individuals with key skills or expertise. Supervisors/hiring managers and HR should jointly identify creative approaches and additional communication channels to advertise to, and attract, talent. This will improve the government's chances to compete for top talent.

**Example:** In July 2016, the Department of Homeland Security (DHS) collaborated with OPM to use an expedited hiring process at an agency-wide event to hire several hundred individuals for cybersecurity positions. The expedited process included collaboration with hiring managers at every step of the process, where thousands of candidates applied for positions DHS posted in advance of the event. DHS also utilized several effective strategic recruitment tactics, such as: targeted outreach to invite the type of talent they were looking for, designing the event space with equipment and tools used on the job to emphasize what makes the government a unique opportunity, and bringing in subject matter experts to the event itself who could talk to the candidates and conduct interviews. DHS interviewed over 800 candidates on-site and they extended tentative job offers to more than 300 talented entrepreneurs, computer scientists, engineers, and problem solvers.

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<sup>8</sup> Chief Human Capital Officer Hiring Manager Satisfaction Survey (2015).

<sup>9</sup> <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>



## Improve Assessment Strategies to Get the Best Talent

**Effective assessment** of applicants yields the best qualified candidates. A poor hire is estimated to cost an organization two to three times the salary of the poor hire they made.<sup>10</sup> Having and using the right tools in evaluating job applicants is a critical step in avoiding these costly hires. Notably, nearly 20% of Federal hiring managers rated the questionnaire/rating tool used to assess candidates as “poor”.<sup>11</sup>

As part of the collaborative process, managers and HR specialists should be engaged and involved in identifying assessment strategies, designing rating tools, and identifying **subject matter experts (SMEs)**, who can assist HR at various phases of the application review and assessment process including determining minimum qualifications, rating and ranking, and structured interviews. A common myth about assessments is that rating and ranking applicants can only be done by HR staff. In fact, OPM states that it is entirely appropriate – *and encouraged* – to use SMEs outside of HR, with diverse backgrounds and experiences, to rate and rank applicants and determine the most highly qualified candidates, as long as these SMEs are not the selecting officials.<sup>12</sup> SMEs can be particularly helpful when evaluating candidates for highly technical or uncommon positions. A SME often has experience, technical insights, and understanding about a job that can help HR specialists more effectively assess an applicant’s qualifications and experience. Agencies should collaborate with their HR policy office, as well as hiring managers/supervisors to determine the appropriate use of SMEs to include the types of positions and the stage of the process that will require their involvement. Given agency recruitment needs, utilizing SMEs may not be appropriate for all positions.

**Example:** In 2012, the General Services Administration (GSA) was recruiting for their Emerging Leaders Program using the Pathways Recent Graduate authority and received approximately 8,000 applications. Only 15 applicants were selected for interviews, and an even smaller number were given offers. In 2014, GSA refined their approach for the next class of Emerging Leaders and used a custom initial online assessment through USAHire to assess for cross-cutting competencies (*e.g.*, problem solving, customer service, reasoning) that are important for any entry level hire to possess. As a result of these efforts, GSA was able to hire 45 qualified college graduates within two years, meeting their program needs.

Supervisors and HR specialists should also work together to develop and implement assessment strategies to identify the best qualified candidates. A multiple hurdle assessment strategy that uses different assessment tools at different stages of the process significantly helps narrow down the applicant pool to get to those candidates. Starting with strong occupational questionnaires that follow proven best practices, such as directly assessing the most critical elements of the job and communicating important information about the job, can be highly effective for screening a large number of applicants. Following the questionnaire with an additional assessment tool, such as a cognitive assessment or a structured interview, can be useful in identifying the most qualified individuals because the tool can collect significant and detailed candidate information related to the job that may be otherwise difficult to ascertain. When resources and time allow, implementing specialized assessments is a worthwhile investment in an agency’s mission critical or high volume positions. Agencies that invest in effective assessments and assessment strategies increase the likelihood of hiring, placing, and promoting greater numbers of superior performers, who possess the right competencies to contribute to agency success.<sup>13</sup>

<sup>10</sup> Corporate Leadership Council, Literature Review, Employee Selection Tests Catalog #070-198-213, Washington, DC, March 1998, p.2. Cited in U.S. Merit Systems Protection Board Report, Assessing Federal Job Seekers in a Delegated Examining Environment, 2002.

<sup>11</sup> Chief Human Capital Officer Hiring Manager Satisfaction Survey (2015).

<sup>12</sup> Mythbusters: OPM’s Myths vs. Facts with the Federal Hiring Process [insert hyperlink to online pdf version]

<sup>13</sup> Hiring Excellence Campaign: Assess for Success

## Appendix B- Sample Actions to Meet Objectives

Objectives	Proven Practices	Sample Actions
<b>1. Strengthen Collaboration between Hiring Manager and HR Specialist and Clarify their Roles and Responsibilities</b>	1. Supervisors/Hiring Managers are actively involved in every appropriate step of the hiring process	<ul style="list-style-type: none"> <li>▪ EDUCATE supervisors/hiring managers during supervisor training on the federal hiring process and their roles and responsibilities for serving as a collaborative partner to HR throughout the hiring process.</li> <li>▪ REINFORCE supervisor/hiring manager responsibilities in required annual and refresher training.</li> <li>▪ PLAN an annual strategic staffing conversation with HR to develop annual recruitment strategies.</li> <li>▪ COMMUNICATE job requirements, responsibilities and context to HR specialists fully and clearly.</li> <li>▪ DEVELOP and MAINTAIN accurate and up-to-date position descriptions.</li> <li>▪ ENGAGE staff and peers to play a role in the hiring process as subject matter experts (e.g. interviewer, assessment panel, etc.) as appropriate.</li> <li>▪ PROMOTE the use of appropriate hiring authorities and flexibilities by supervisors/ hiring managers as a supplement to the competitive hiring process.</li> <li>▪ CULTIVATE performance plans that evaluate hiring process improvements for supervisors where applicable.</li> </ul> <p><b>Resources:</b> <a href="http://www.HRU.GOV">www.HRU.GOV</a>; <a href="http://www.opm.gov/hiringexcellence/">www.opm.gov/hiringexcellence/</a></p>
	2. HR specialists have expertise to meet the needs of their customers to consult and advise Supervisors/Hiring Managers through the process	<ul style="list-style-type: none"> <li>▪ CULTIVATE HR performance plans that evaluate consultative skills, as well as technical expertise.</li> <li>▪ CONDUCT routine meetings with HR staff to provide an opportunity to share challenges and successes and improve information-sharing across the agency.</li> <li>▪ FOCUS on professional development by advancing knowledge of Federal hiring rules and regulations.</li> <li>▪ JOIN the HR Community of Practice or participate with other practitioners in forums that support a continuous improvement culture.</li> <li>▪ DEDICATE HR staff to specific business areas, allowing staff to develop expertise in the business line and stronger relationships with managers.</li> <li>▪ PROVIDE regular training on consultative skills and available hiring authorities and flexibilities which enables HR specialists to guide supervisors/hiring managers to decisions leading to the identification of qualified applicants.</li> </ul> <p><b>Resources:</b> <a href="http://www.HRU.GOV">www.HRU.GOV</a>; <a href="http://www.opm.gov/hiringexcellence/">www.opm.gov/hiringexcellence/</a></p>
<b>2. Improve Workforce Planning and Strategic Recruitment to Reach a Well-Qualified and Diverse Applicant Pool</b>	3. Data is used to inform workforce planning and strategic recruitment, and relevant hiring authorities are fully leveraged, as appropriate.  4. Outreach efforts to diverse communities to create applicant	<ul style="list-style-type: none"> <li>▪ ANALYZE HRStat and Benchmarking data annually to evaluate efforts to meet agency hiring goals.</li> <li>▪ IDENTIFY Hiring Authorities and Flexibilities that could be used to meet specific talent needs</li> <li>▪ LEARN from and SHARE with other agencies who have used hiring authorities and flexibilities to meet talent demands</li> <li>▪ PUBLISH and provide monthly access to diversity and inclusion data at the component or office level to help inform recruitment and outreach efforts.</li> <li>▪ ENCOURAGE the completion of the CHCO Hiring Manager Satisfaction Survey each time a selection is made to provide valuable feedback and recommendations for your agency’s hiring processes.</li> <li>▪ UTILIZE applicant flow data to help inform recruitment efforts.</li> <li>▪ PARTICIPATE in USAJOBS resume mining pilots to strategically advertise your vacancies, as part of your overall recruitment efforts.</li> </ul> <p><b>Resources:</b> <a href="https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/">https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/</a></p>

	pools from all segments of society	<a href="https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/">https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/</a>
	5. Job Opportunity Announcements (JOA) are clear, concise, and captivating	<ul style="list-style-type: none"> <li>▪ DEVELOP a JOA that provides realistic job preview for applicants that is clear and showcases the agency mission, job duties, and skill sets being sought.</li> <li>▪ REVISE existing JOAs to reflect best practices.</li> <li>▪ EVALUATE the data from each JOA to determine if JOAs are attracting quality candidates (Number of applications; proportion are deemed qualified; manager satisfaction with quality of applicants, etc.).</li> </ul> <p><b>Resources:</b> <a href="http://www.HRU.GOV">www.HRU.GOV</a> ; <a href="http://www.opm.gov/hiringexcellence/">www.opm.gov/hiringexcellence/</a></p>
<b>3. Improve Assessment Strategies to Get the Best Talent</b>	6. Subject Matter Experts help HR assess applicant qualifications	<ul style="list-style-type: none"> <li>▪ REVIEW agency policies or practices on the use of Subject Matter Experts (SME) in hiring process.</li> <li>▪ IDENTIFY job series where it would be advantageous to integrate SMEs into the evaluation process.</li> <li>▪ DEVELOP guidance for HR specialists and SMEs for rating and ranking applicants.</li> </ul> <p><b>Resources:</b> <a href="http://www.opm.gov/hiringexcellence/">www.opm.gov/hiringexcellence/</a></p>
	7. Agencies use effective assessment tools to evaluate job applicants	<ul style="list-style-type: none"> <li>▪ DEVELOP accurate and up-to-date position descriptions for every vacancy.</li> <li>▪ IMPROVE Job Analysis practices, as needed, to identify critical competencies needed for positions</li> <li>▪ INVEST in assessment options for the agency that result in the improved quality applicants available for hire.</li> <li>▪ PARTICIPATE jointly in identifying and developing the assessment tool (e.g., structured interviews, writing sample, tests) that will be used to evaluate candidates.</li> <li>▪ PLAN for and invest in effective assessments for high volume or mission critical occupations, as needed.</li> <li>▪ TRAIN HR Specialists and Supervisors/Hiring Managers on assessment options.</li> <li>▪ IMPLEMENT training to improve occupational questionnaires and verification of self-reported information.</li> <li>▪ DEVELOP and implement consistent, structured interview processes.</li> <li>▪ EMPLOY professionally developed, multiple-hurdle assessments, as appropriate, to assess a high volume of applicants.</li> <li>▪ UTILIZE trained assessment experts to develop, implement, and maintain assessments.</li> </ul> <p><b>Resources:</b> <a href="http://www.opm.gov/policy-data-oversight/assessment-and-selection/assessment-strategy">http://www.opm.gov/policy-data-oversight/assessment-and-selection/assessment-strategy</a>;  <a href="http://www.opm.gov/hiringexcellence">www.opm.gov/hiringexcellence</a>  <a href="https://www.opm.gov/policy-data-oversight/hiring-information/competitive-hiring/deo_handbook.pdf">https://www.opm.gov/policy-data-oversight/hiring-information/competitive-hiring/deo_handbook.pdf</a>  <a href="https://www.opm.gov/services-for-agencies/assessment-evaluation/online-assessment/">https://www.opm.gov/services-for-agencies/assessment-evaluation/online-assessment/</a></p>

## **Appendix C: Government-wide Hiring Excellence Metrics**

Agencies should use a data driven approach to identify areas where recruitment and hiring can be improved, as well as to assess progress on addressing challenge areas.

At a minimum, agencies should include as part of their reviews GSA Benchmarking Survey data that measures satisfaction with HR services; CHCO Manager Satisfaction Survey data that measures perceptions of quality of applicants, hiring tools, support, and process; and diversity data.

This Appendix provides an overall dashboard of Government-wide data for these areas. Agency leadership should work with their CHCO's and HR teams to review agency-specific data in each of these areas:

### **1. General Services Administration (GSA) Benchmarking Survey of manager satisfaction with HR Services**

In early 2016, GSA surveyed all senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) of the 24 CFO Act agencies, asking about their satisfaction with mission-support services. The median score shown in this Appendix is the score in the middle of the distribution of average scores for HR services in agencies. All questions in the Benchmarking Survey are out of a total of 7.

### **2. CHCO Manager Satisfaction Survey**

The Chief Human Capital Officers' (CHCO) Manager Satisfaction Survey, which is administered by OPM, is intended to be sent by HR to all hiring managers upon completing the hiring process. Managers are to be sent the survey regardless of whether a selection was made.

In FY 16, there were 40,516 responses and the overall satisfaction index score was 68, with an average score of 7.4 out of 10 for "overall satisfaction with the hiring process". This was an increase from FY 15 when the satisfaction index was 67 and the average score for satisfaction with the hiring process was 7.3 out of 10.

### **3. Federal Workforce Diversity - 2015**

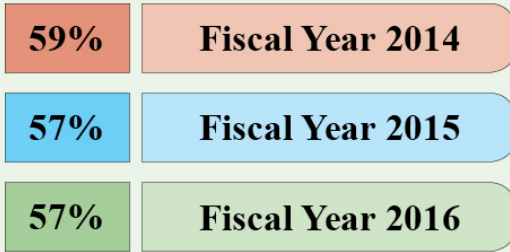
OPM's Federal workforce at a glance data provides information about the composition of the Federal workforce, including race/national origin, gender, and disability information.

## 1. General Services Administration (GSA) Benchmarking Survey of Manager Satisfaction with HR Services

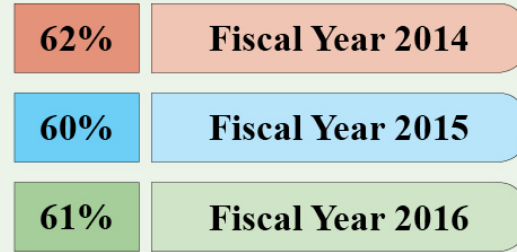
- I am satisfied with the quality of recruiting & hiring support and solutions during the last 12 months. (Governmentwide Median score- 4.13 out of 7 for 2016)
- The Human Capital function serves as a strategic partner, providing decision support and helping me with activities such as planning and resource allocation. (Governmentwide Median Score- 4.18 out of 7 for 2016)

## 2. CHCOC Hiring Manager Satisfaction Survey

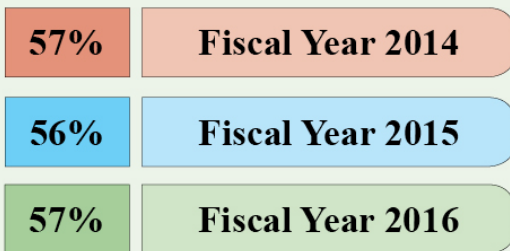
A sufficient number of qualified applicants were referred for hiring consideration.



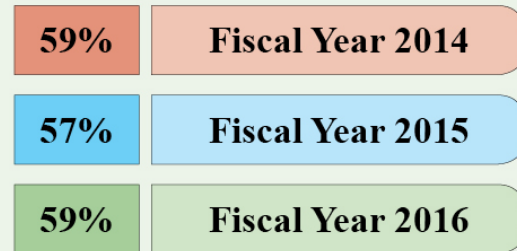
The applicants who were referred had the skills to perform the job.



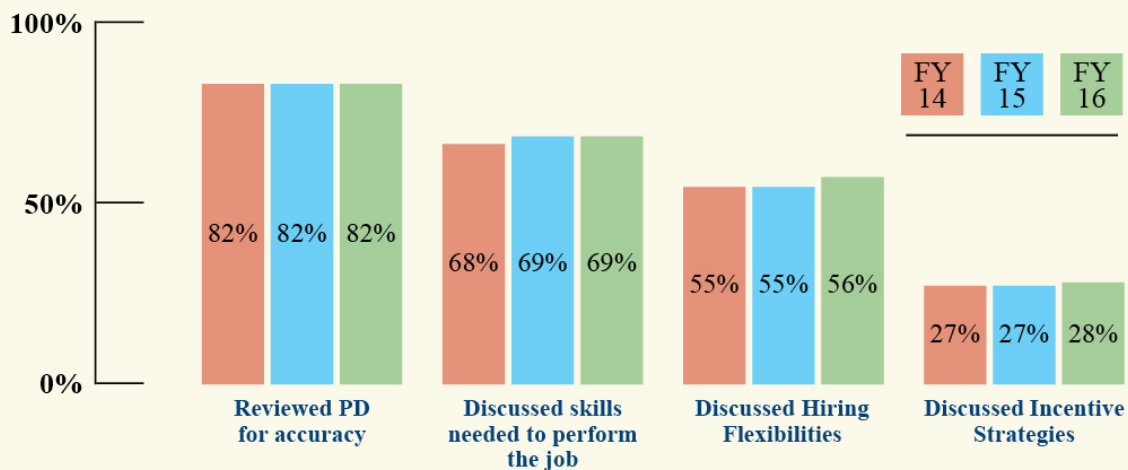
Rate your satisfaction with the assessment tools used to evaluate applicants.



What is your overall satisfaction with the hiring process?

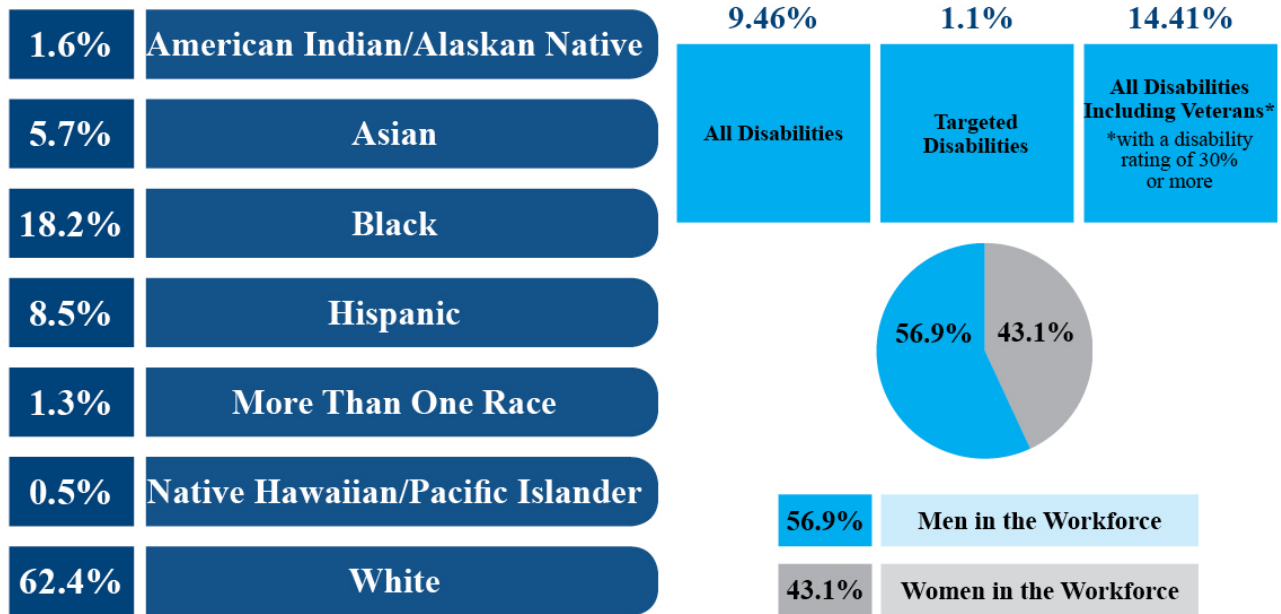


What was your involvement in planning this hiring process with your HR Specialist?

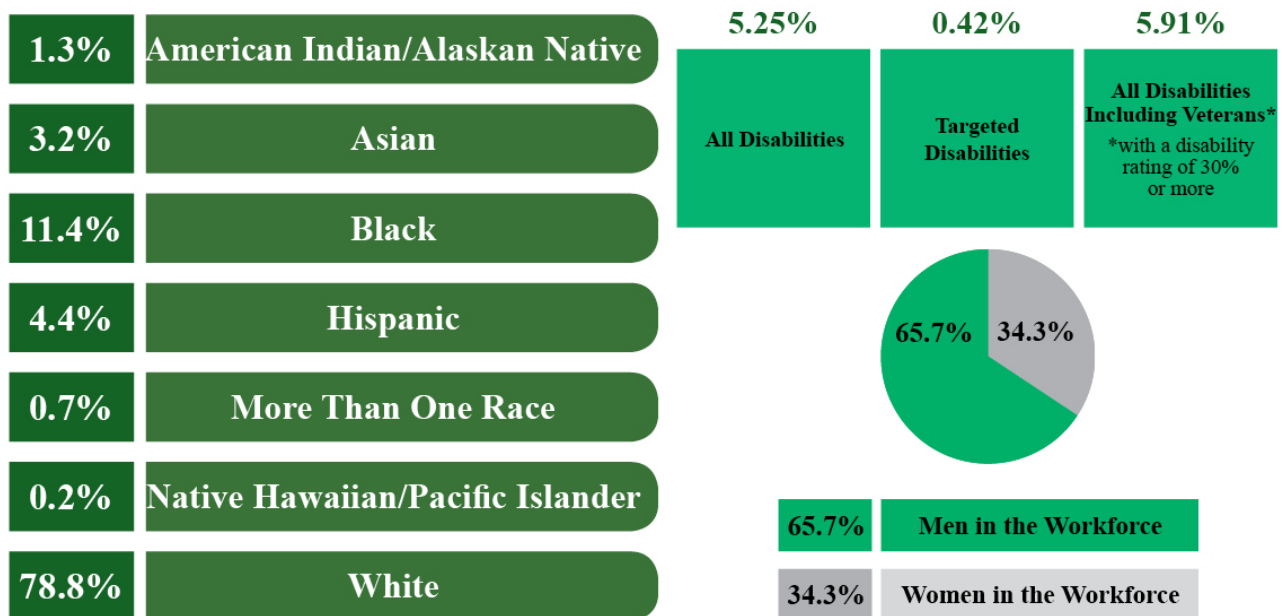


### 3. Federal Workforce Diversity 2015

#### Government-Wide



#### Government-Wide Senior Executive Service



For more information about your agency, please visit the Federal Workforce at a Glance:  
<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>

## Appendix D: Tools and Resources

Below is a list of data and resources that are available to agencies to help achieve Hiring Excellence:

- [Hiring Excellence Website](#)- Contains information about the Hiring Excellence Campaign along with links to valuable resources and details on any upcoming training opportunities
- [Mythbusters: Myths vs. Facts with the Federal Hiring Process](#)- An easy-to-use guide developed by OPM for dispelling common myths related to the Federal Hiring Process.
- [HR University \(HRU\) Recruitment Policy Studio](#)- The website includes informational pages, videos, presentations, online and in-person training, and a host of other resources related to Federal recruitment. The site also contains the newly created [Hiring Toolkit](#) designed to assist Federal supervisors, human resource professionals, and managers on the hiring process, hiring authorities and flexibilities, and other information related to hiring
- [Pathways Programs' Fourth Anniversary: Newly Released Report and Technical Support for Recruiting Students and Recent Graduates](#)- Memorandum OPM Published on August 23<sup>rd</sup>, 2016 that contains links to the Special Study report on the use of the Pathways Programs, as well as links to several new tools developed by over 100 representatives from more than 50 partnering Federal agencies, universities, and the Partnership for Public Service.
- [Assessment Decision Tool](#)- An online tool designed to help HR professionals and supervisors/hiring managers develop assessment strategies for their specific hiring needs and situations.
- [Federal Workforce At-A-Glance Diversity and Inclusion \(D&I\) Dashboard](#)- An online tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. The information in the D&I dashboard can be used by agencies in workforce planning and reporting.
- [Federal Benchmarking Data](#)- Data available to any Federal employee through a Max.gov login that contains agency and government-wide data on Human Capital, Financial Management, IT, Real Property, and Acquisition mission service areas, as well as data from the 2015 and 2016 Manager Satisfaction Survey.
- [UnlockTalent.gov](#)- A comprehensive data visualization dashboard to help government leaders make data driven decisions and design initiatives to improve the overall engagement and satisfaction of Federal agencies while providing agency employees with visibility and insight into agency employee engagement and satisfaction.

## Appendix E- Fast Facts for Hiring Officials

Authority	Competitive Appointments	Pay Grades
<b>Competitive Examining</b>	This is your traditional method for making appointments to competitive service positions and requires adherence to Title 5 competitive examining requirements. Your hiring needs are filled through the competitive examining process that is open to the public. More information is available in the <a href="#">Delegated Examining Operations Handbook (DEOH)</a> . <a href="#">5 CFR 332</a> , 5 CFR 337	Up to GS-15 or equivalent and SL
<b>Senior Executive Service (SES)</b>	If you are in need of executive level staff, please visit <a href="http://www.opm.gov/ses/">http://www.opm.gov/ses/</a> for complete information on recruiting, hiring, and reassigning executives in the SES. <b>Types of SES Appointments:</b> <b>Career:</b> An individual appointed through SES merit staffing and certification of his/her executive core qualifications by an OPM administered Qualifications Review Board (QRB) or subsequently reassigned, transferred, or reinstated based on prior QRB certification and career service. <b>Noncareer and limited appointments:</b> Competitive procedures are not required to make non-career and limited appointments. <b>Limited Term:</b> An individual appointed under a nonrenewable appointment for a term of 3 years or less to a position of a project nature. <b>Limited Emergency:</b> An individual appointed under a nonrenewable appointment not to exceed 18 months to meet a bona fide, unanticipated, urgent need. <b>Noncareer:</b> An individual who is not a career appointee, a limited term appointee, or limited emergency appointee. Agencies may make SES noncareer appointments to general (not career reserved) SES positions. <a href="#">5 CFR 317</a> ;	The SES Pay Range- from 120% of GS-15 Step 1 to EX-III (or EX-II in an agency with a certified performance appraisal system.)
<b>Senior Level (SL)</b>	Most Senior Level employees are in non-executive positions whose duties are broad and complex enough to be classified above GS 15.SL positions may include a high-level special assistant or a senior attorney in a highly specialized field who is not a manager. <a href="#">5 CFR 319</a>	SL (Pay Range same as SES)
<b>Scientific or Professional (ST)</b>	Positions above the GS-15 level that involve high-level research and development in the physical, biological, medical, or engineering sciences, or a closely-related field. <a href="#">5 CFR 319</a>	ST (Pay Range same as SES)
<b>Term Employment</b>	You can fill a term appointment for situations like project work, extraordinary workload, reorganization, or uncertainty of future funding. Term appointments are for a non-permanent need of more than one year but not more than 4 years. <a href="#">5 CFR 316 Subpart C</a>	Up to GS-15 or equivalent and SL or ST
<b>Temporary Limited Appointment</b>	If you have a short-term need that is not expected to last longer than one year, you can use a temporary limited appointment. You may extend the appointment for up to a maximum of one year. <a href="#">5 CFR 316 Subpart D</a>	Up to GS-15 or equivalent and SL or ST
Authority	Pathways Programs for Students and Recent Graduates	Pay Grades
<b>Pathways Programs for Students and Recent Graduates/ Schedule D appointments</b>	The Pathways Programs consist of the Internship Program, the Recent Graduates Program, and the Presidential Management Fellows Program. The programs provide you with a supplemental source of entry-level talent. Initial hiring is in the excepted service, but may lead to conversion to a permanent position in the competitive service. Find more information at <a href="https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates">https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates</a> . <a href="#">5 CFR 362</a>	See below
Internship Program	The Internship Program replaces the Student Career Experience Program (SCEP) and the Student Temporary Employment Program (STEP). To be eligible for this work experience program, students must be enrolled and seeking a degree on a full or half-time basis at an accredited educational institution. Students who successfully complete the Intern Program may be eligible for conversion to a permanent or term position. <a href="#">5 CFR 362 Subpart B</a>	Up to GS-09
Recent Graduates Program	To be eligible for this developmental experience program, recent graduates must apply within two years of degree or certificate completion (except for certain eligible veterans). The Program lasts for 1 year (unless the training requirements of the position warrant a longer and more structured training program). <a href="#">5 CFR 362 Subpart C</a>	Up to GS-09; Up to GS-12 for certain positions
Presidential Management Fellows Program (PMF)	The Presidential Management Fellows (PMF) Program is a leadership development program at the mid-level for advanced degree candidates. An agency acquires a Fellow from the OPM for a fee. More information at <a href="http://www.PMF.gov">www.PMF.gov</a> .	GS-09 to GS-12



	<a href="#">5 CFR 362 Subpart D</a>	or equivalent
<b>Authority</b>	<b>Noncompetitive and Excepted Service Appointments</b>	
		<b>Pay Grades</b>
<b>Political Appointees</b>	Agencies may appoint individuals to positions of a confidential or policy-determining nature in the excepted service upon authorization by the OPM. <a href="#">5 CFR 213 Subpart C</a>	Up to GS-15 or equivalent and SL
<b>Schedule A and B Appointments</b>	Your agency may make appointments without regard to competition when it has been determined that the use of traditional competitive examination methods is not practical (i.e. not practicable to examine or not practicable to hold a competitive examination). This is most commonly used for certain persons with disabilities; attorneys, law clerks; positions in remote/isolated locations; fellowship programs; SES career development programs (CDPs); and students assigned to a medical facility; physicians, surgeons, and dentists. <a href="#">5 CFR 213 Subpart C</a>	Up to GS-15 or equivalent, SES, SL, or ST
<b>Intergovernmental Personnel Act</b>	This program helps you access expertise from outside the Federal government and provide your staff with developmental opportunities. It provides for temporary assignments of personnel between the Federal government and state and local governments; certain colleges and universities; Indian tribal governments; Federally funded research and development centers; and other eligible organizations. More information at <a href="https://www.opm.gov/policy-data-oversight/hiring-information/intergovernment-personnel-act/">https://www.opm.gov/policy-data-oversight/hiring-information/intergovernment-personnel-act/</a> . <a href="#">5 CFR 334</a>	Up to GS-15 or equivalent, SES, SL, or ST
<b>Schedule A Hiring Authority for the Smarter Information Technology (IT) Delivery Initiative</b>	Agencies may use this authority to fill, on a temporary basis for up to one year, technical positions needed to directly carry out provisions of the Smarter IT Delivery Initiative at the GS-11 through GS-15 levels. These appointments may be extended in increments of up to one year. Appointments are limited to individuals who will be directly associated with Smarter IT Delivery Initiative projects funded in recent budgets. No appointments may be made under this authority after September 30, 2017. More Information at : <a href="https://www.chcoc.gov/content/smarter-it-delivery-schedule-hiring-authority">https://www.chcoc.gov/content/smarter-it-delivery-schedule-hiring-authority</a>	Up to GS-15 or equivalent
<b>Temporary, not Full-time - Critical Hiring Need</b>	When you just need to get something done, you can make 30-day emergency appointments to fill a critical hiring need. An agency may extend these appointments for an additional 30 days. This authority may be used to fill senior-level (SL) positions as well as positions at lower grades. 5 CFR 213.3012(i)(2)	Up to GS-15 or equivalent and SL pay grades
<b>Noncompetitive Hiring Authority for Certain Military Spouses</b>	By marketing your hiring needs to military bases, you can reach eligible military spouses who can be noncompetitively appointed for a temporary, term, or permanent job. Eligibility for spouses is 2 years from the date of the service member's permanent change of station orders. Spouses of service members who are 100 percent disabled or who were killed while on active duty have lifetime eligibility starting from the date of the documentation verifying the service member's disability or death. Candidates must qualify for the job. More information at <a href="https://hru.gov/Studio_Recruitment/HT_05_Military_Spouse.aspx">https://hru.gov/Studio_Recruitment/HT_05_Military_Spouse.aspx</a> <a href="#">5 CFR 315.612</a>	Up to GS-15 or equivalent
<b>Returning Peace Corp and Americorps VISTA Volunteers</b>	You can find job seekers eager to continue their public service when you know that certain returned Peace Corps and Americorps VISTA Volunteers are awarded one year of noncompetitive eligibility. An agency must have an open, classified position and the candidate must meet minimum qualifications. More information at <a href="https://hru.gov/Studio_Recruitment/HT_05_VISTA-Peace_Corps.aspx#pnlToolkit">https://hru.gov/Studio_Recruitment/HT_05_VISTA-Peace_Corps.aspx#pnlToolkit</a> <b>Contact the Peace Corps or VISTA directly to access returning volunteers:</b> <b>Peace Corps:</b> <a href="http://www.peacecorps.gov/returned-volunteers/">www.peacecorps.gov/returned-volunteers/</a> <b>Americorps VISTA:</b> <a href="http://www.americorps.gov/for_individuals/alumni/opportunities">www.americorps.gov/for_individuals/alumni/opportunities</a> <a href="#">5 CFR 315.605</a>	Up to GS-15 or equivalent
<b>Former Peace Corp Personnel</b>	Agencies may non-competitively appoint former Peace Corps employees who have completed at least 36 months continuous satisfactory service. A former Peace Corps employee is eligible a non-temporary appointment for three years after separating from the Peace Corps. <a href="#">5 CFR 315.607</a>	Up to GS-15 or equivalent
<b>Authority</b>	<b>Veterans' Appointments</b>	
		<b>Pay Grades</b>
<b>Veterans with a 30 Percent or More Disability</b>	Market your opportunities to veterans' organizations to leverage noncompetitive appointments leading to conversion to career or career-conditional employment of an eligible disabled veteran who has a compensable service-connected disability of 30 percent or more. Initial appointment must be a temporary appointment of more than 60 days or a term appointment. An agency may convert employee to permanent status at any time after initial temporary or term period. 5 CFR 316 subparts C or D	Up to GS-15 or equivalent
<b>Veterans Recruitment Appointment (VRA)</b>	You can hire different types of veterans using noncompetitive appointments leading to conversion to career or career-conditional employment. A veteran can be converted to a career-conditional appointment in the competitive service after two years of satisfactory service.	Up to GS-11 or equivalent

	<a href="#">5 CFR 307</a>	
<b>Veterans Employment Opportunities Act of 1998</b>	Your talent pool broadens when you use this authority. The VEOA is a special authority that allows eligible veterans to <i>apply and compete</i> for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce. For preference eligibles or veterans with 3 years continuous active duty service. <a href="#">5 CFR 335.106</a>	Up to GS-15 or equivalent and SL
<b>Authority</b>	<b>Other Hiring Flexibilities</b>	<b>Pay Grades</b>
<b>Direct Hire Authority</b>	Your request for direct hire authority must be submitted by your agency to OPM when there is either a severe shortage of candidates or a critical hiring need for a particular position or group of positions in the competitive service. OPM may also create such authorities on its own initiative. OPM posts Governmentwide direct hire authorities to its website. More information at <a href="http://www.opm.gov/policy-data-oversight/hiring-information/direct-hire-authority/">www.opm.gov/policy-data-oversight/hiring-information/direct-hire-authority/</a> <a href="#">5 CFR 337 Subpart B</a>	Up to GS-15 or equivalent
<b>Reemployment of Civilian Retirees to Meet Exceptional Employment Needs</b>	You may want to bring back some of your recently retired experts to help with specific types of needs. Under certain circumstances, agencies may offer a waiver of the salary offset rules that would normally apply in order to reemploy or retain a civilian retiree for an emergency hiring need; a shortage due to severe recruiting difficulty; a need to retain a uniquely qualified individual for a specific project; and other non-emergency, unusual circumstances. More information at <a href="https://hru.gov/Studio_Recruitment/HT_05_Dual_Compensation_Waivers.aspx#pnlToolkit">https://hru.gov/Studio_Recruitment/HT_05_Dual_Compensation_Waivers.aspx#pnlToolkit</a> . <a href="#">5 CFR 553</a>	Up to GS-15 or equivalent and SES, SL, or ST
<b>Job Sharing and Other Than Full-time Positions</b>	You may not always need a full-time employee. Intermittent work schedules may be used if the nature of the work is sporadic and unpredictable. Seasonal work involves annually recurring periods of work that are expected to last at least six months during a calendar year. <a href="#">5 CFR 340 Subparts A and B</a>	Up to GS-15 or equivalent SES, SL, ST
<b>Merit Promotion</b>	Your agency may be the best source of talent, or you may need expertise from across the Federal government. Merit promotion of permanent employees based on merit system principles is a key part of the Federal service. Veterans eligible under the VEOA may also compete for merit promotion employment opportunities when an agency seeks applications from outside its workforce. <a href="#">5 CFR 335</a>	Up to GS-15 or equivalent and SL
<b>Hiring Non-citizens</b>	Positions filled by aliens in the absence of qualified citizens. These appointments are subject to prior approval of OPM except when the authority is specifically included in a delegated examining agreement. More information at <a href="https://www.usajobs.gov/Help/working-in-government/non-citizens/">https://www.usajobs.gov/Help/working-in-government/non-citizens/</a> . Section 704 of Title VII of Division E of the Consolidated Appropriations Act, 2016, Public Law 114-113, Executive Order 11935, <a href="#">5 CFR 213.3102(bb)</a>	Up to GS-15 or equivalent and SL
<b>Experts and Consultants</b>	Your agency may hire experts or consultants to perform temporary or intermittent work. When using this appointment the expert or consultant cannot perform managerial or supervisory work. 5 CFR 304	Up to GS-15 or equivalent
<b>Program</b>	<b>Recruitment Programs</b>	<b>Pay Grades</b>
<b>Workforce Recruitment Program (WRP)</b>	You will find pre-interviewed job seekers with disabilities in this free database. The WRP is a recruitment and referral program that connects Federal agencies with students and recent graduates with disabilities. This database can be used for recruiting as well as for appointing persons with disabilities under the Schedule A authorities for individuals with certain disabilities. Employers can access the WRP database at <a href="https://wrp.gov">https://wrp.gov</a> .	N/A
<b>Feds Hire Vets</b>	Your agency can access a “one-stop resource” for Federal veteran employment information. This website provides all the resources you need to tap into pools of highly-qualified Veterans and assist your agency in meetings its responsibilities under Executive Order 13518, the Veterans Hiring Initiative. Use the agency directory to engage your Veterans Employment Program Offices for a ready supply of talent. <a href="https://www.fedshirevets.gov/">https://www.fedshirevets.gov/</a>	N/A
<b>Operation Warfighter</b>	This is another way for you to bring no cost talent through the door and help veterans transition to civilian life in the bargain. Operation Warfighter is a program that coordinates temporary assignments and internships for military service members that are being treated at medical facilities in the National Capital Region. <a href="http://www.militaryhomefront.dod.mil/tf/operationwarfighter">www.militaryhomefront.dod.mil/tf/operationwarfighter</a>	N/A