

Hiring Manager's Toolkit

Hiring Manager's Toolkit is composed of 23 guides, tip sheets, checklists, and templates designed to equip Hiring Managers and Human Resource Professionals with end-to-end guidance, automated tools, and a variety of hiring information to enhance the hiring process as we continuously focus upon removing the complexities and inefficiencies of existing hiring processes within the Department.

Overview

Four Key Phases of the Hiring Process

This document is a quick reference guide for Hiring Managers that will walk you through each of the four key phases of the hiring process, and what you should expect from your HR Professional.

Hiring Manager's Checklist

Checklist for understanding the Four Key Phases of the Hiring Process.

Hiring Manager's Checklist Guide

This document is designed to get you thinking about the hiring process and actions you will need to take. It will help prepare you for conversations with your HR Professional and provide a better understanding of your role and accountability in the hiring process, with the goal of reducing the overall time to hire.

Position Designation Tool Tip Sheet

The Position Designation Tool Tip sheet will assist in the determination of the level of risk involved with a position that is to be filled to assist you in determining whether a suitability designation or a security designation is appropriate, based upon national security and suitability requirements.

Tips for Hiring Managers

Tips pertaining to the value of using up-to-date position descriptions, knowing what competencies are needed to support your mission, using diverse recruitment, and preparing for a new employee's arrival.

Phase 1: Plan to Hire

Guide to Workforce Planning

The purpose of this guide is to outline the common business practices for workforce planning across the Department of Defense (DoD) to ensure that all organizations, commands and activities hire people needed to support their missions.

Job Analysis Guide

Job Analysis is the foundation of human resources management and helps lay the foundation for effective recruitment, selection, performance management and career development. This guide provides an understanding of job analysis and its function as an essential part of the recruitment and selection process.

Selling the Job

Questions to review with your HR professional to determine what you can offer or emphasize to engage top talent for your position.

Tips for Recruiting

Ideas and tips to develop a game plan to market your organization and attract top candidates.

Phase 2: Attract Top Talent

Hiring Options Guide

Hiring options, or hiring authorities, are regulatory requirements under which certain individuals are eligible to be hired. These options may enable hiring managers to set aside more traditional hiring procedures to select the best person for the job. Your HR professional will help determine what the options are which are appropriate for particular hiring needs.

Top DoD Hiring Options & Appointing Authorities Quick Guide

A list of the different types of DoD Hiring Options and Appointing Authorities.

Hiring Incentives Guide

Hiring incentives allow managers to entice high-quality candidates or keep current employees. Each of these incentives has specific requirements and procedures that need to be followed. Your HR professional will help you determine what the requirements are and which are appropriate for your situation.

Hiring Options & Incentives Matrix

Managers should consider the various combinations of hiring options and incentives available when filling vacancies.

Guide to Improving the JOA (Job Opportunity Announcement)

Finding the best qualified candidates for your agency begins with clearly communicating the responsibilities and skills of the position to be filled.

Phase 3: Make a Decision

Placement Programs Tip Sheet

A summary of mandatory and priority placement programs designed to minimize the adverse impacts on employees affected by actions through no fault of their own.

Guide to Hiring Veterans

This guide provides general information, resources, and options available to hire talented veterans for your positions.

Interview Guidelines

Interviews are one form of assessment used in candidate evaluation. These guidelines assist DoD managers and supervisors in conducting employment interviews. The techniques and procedures

included in this document were selected for their flexibility and adaptability to a wide variety of positions.

Interview Tip Sheet

This sheet provides managers with guidance for planning and conducting interviews.

Reference Checking Tip Sheet

References help you get the full picture of the candidate's skills, work habits and personality. They serve as an important tool to evaluate a candidate's fit with your organization.

Tentative Job Offer Tip Sheet

Outlines the practices and procedures that pertain to the extension of tentative offers.

Phase 4: Shape Early Experiences

Onboarding Guide

Outlines the process of integrating new employees into an organization and equipping them to become successful and productive

Onboarding Checklist

A checklist for managers to prepare for a new employee's arrival.

Onboarding Key Activities

Summarizes the activities and discussions that will result in a successful onboarding experience.

Helpful Websites for Managers

End-To-End (E2E) Hiring Roadmap

The End-to-End (E2E) Hiring Roadmap document is a product of the partnership between the [Office of Personnel Management \(OPM\)](#) and the Chief Human Capital Officers Council Subcommittee and Succession Planning. The roadmap explains each of the five components of hiring: workforce planning; recruitment; hiring process; security and suitability; and orientation. The roadmap helps managers plan for their hiring and provides a framework for shared expectations and communication. Hiring managers, human resources and security professionals share a roadmap and help meet the timeframes allowed for the journey.

[Feds Hire Vets - Hiring Managers](#)

This website is a critical component of the Federal Government's strategy for the recruitment and employment of Veterans. This website is operated by the OPM and provides information on Veteran's hiring authorities, a calendar of training and recruiting events, as well as success stories and frequently asked questions.

[Uniformed Services Employment and Reemployment Rights Act](#)

The DCPAS Uniformed Services Employment and Reemployment Rights Act (USERRA) website provides information for managers that helps them protect individuals performing, or who performed, uniformed service from adverse employment discrimination on the basis of their

uniformed service. Managers should understand USERRA and how it provides for prompt restoration to civilian employment when individuals who performed uniform service return to civilian life. Online training on USERRA can be reached from this website.

[DOD Pathways Programs](#)

The DOD Pathways Programs website offers information for hiring managers on programs to hire students and recent graduates. The website also provides managers with the contact information for their Component Pathways Programs Representative.

Hiring Authorities - Students & Recent Graduates: The OPM website offers information for hiring managers on hiring authorities for students and recent graduates. This website provides managers with information on the Pathways Program, fact sheets, frequently asked questions, and reference materials.

USAJOBS Resource Center: This OPM operated website is a human resource tool which offers advice and topics for hiring managers on federal jobs, hiring eligibility, employment, federal occupations, fact sheets, and frequently asked questions.

Position Designation Automated Tool (PDT): The OPM website offers a position designation automated tool for hiring managers. The tool provides an opportunity for hiring managers to determine through the evaluation of the National Security and suitability requirements, what type of investigation is required and how closely an applicant or incumbent is screened for a position.

Suitability and Security: This DCPAS Labor and Employee Relations website offers hiring managers information on the suitability process in determining whether an individual's employment or continued employment would protect the integrity or promote the efficiency of the agency.

Loan Forgiveness Program: The Public Service Loan Forgiveness (PSLF) Program forgives the remaining balance on your Direct Loans after you have made 120 qualifying monthly payments under a qualifying repayment plan while working full-time for a qualifying employer.

Component Resources

[Defense Media Activity](#)

[Defense Logistics Agency](#)

[Department of the Air Force](#)

[Department of the Army \(Employment\)](#)

[Department of the Army \(Pathways\)](#)

[Department of Defense \(DOD\)](#)

[Department of the Navy \(Recruitment and Staffing\)](#)

Please select EMAIL when prompted to make a security certificate selection.

[Missile Defense Agency](#)

[Washington Headquarters Service \(WHS\)](#)