



Civilian Human Resources Agency



CIVILIAN HIRING REFORM PROCESS GUIDE

January, 2013

Introduction: On May 11, 2010, President Obama signed a memorandum titled “Improving the Federal Recruitment and Hiring Process” in response to complaints that it was difficult to apply for a federal job and it took too long to fill federal jobs. In the memo, he directed implementation of the following by Nov 2010:

1. Eliminate any written essay questions (KSA)
2. Allow applicants to apply with a resume and cover letter or by completing simple, plain language applications and assess applicants using valid, reliable tools
3. Implement the Category Rating rules for Delegated Examining
4. Increase Managerial responsibility and accountability for hiring
5. Improve the quality and speed of hiring
6. Provide Applicants with status notification
7. Identify agency senior leaders accountable for implementing hiring reform

DOD implemented all 7 items, and now we are refining the Army processes. Army’s overall goal is to fill vacant positions within 80 days of creation of Requests for Personnel Actions (RPAs). The primary mechanism for accomplishing this will be use of Army’s Civilian Hiring Reform process, which includes a workforce planning component that enables the CPAC and management to preposition job descriptions and recruitment artifacts based on projected requirements and forecasted recruitment activity. The OPM Hiring Model, below, assumes that products are pre-positioned. The Army has devised a Work Force Planning Tool to enable managers to request position reviews or recruitment products based on annual planned workforce projections and forecasted needs.

OPM HIRING MODEL – 80 Days

Under the OPM Hiring Model the only actions that are counted have an announcement and referral list.

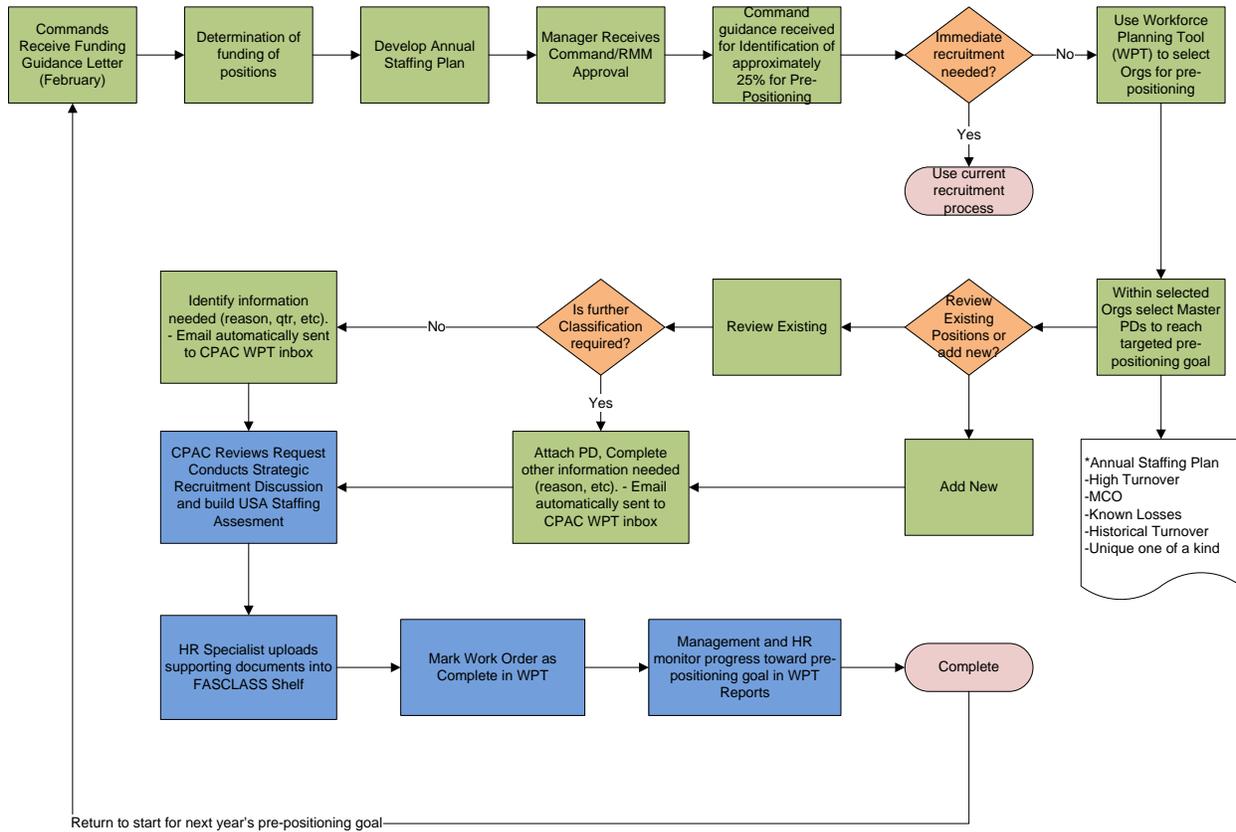
Initiation of RPA to Receipt in Personnel	3 Days	Management Time
Receipt of RPA to Vacancy Announcement	7 Days	HR Time
Vacancy Announcement Time	10 Days	
Vacancy Announcement Close to Referral	16 Days	HR Time
Referral List with Management	15 Days	Management Time
Referral Return to Commit	3 Days	HR Time
Commit to EOD	26 Days	Management Time

Management time = 44 Days

HR Time = 26 Days

Announcement time = 10 Days

The Process:



Step 1: Forecasting

Refer to Appendix A for an overview of the Civilian Hiring Reform Process. As you can see, the process actually begins 2nd Quarter of each Fiscal Year. Before using the Workforce Planning Tool (WPT), management, in conjunction with the CPAC and resource management office, develops annual staffing plan (See Appendix B for OPM Workforce Planning Best Practices). That plan should include any positions for which you would like to preposition job descriptions and/or recruitment artifacts, e.g., vacancy announcements; hiring questionnaires, also referred to as assessments; interview questions; and any other tools required to fill a position. Your CPAC can provide you data with respect to the items listed in paragraph b below.

- a. Use the Annual workforce planning tool to identify 25% or more of positions within your work unit per fiscal year.
- b. With your CPAC and resource manager, discuss the following types of situations that could occur in the next six months:

- (1) Known losses, e.g., Retirement Eligibles, military spouse rotations; individuals exercising return rights;
- (2) Mission Critical positions for which you'd like to preposition products;
- (3) Positions with high turnover and/or positions with multiple employees;
- (4) Positions required for new or changed positions for position review and/recruitment artifacts, especially if they involve new missions;
- (5) Unique positions or positions identified due to new mission requirements.

c. Once your staffing plan is complete, consult with Resource Management to confirm that the requirements identified will most likely continue in the next FY. Actual funding will be approved with each submitted recruit-fill action outside of the WPT process. Future planned enhancements to the Workforce Planning Tool include a module that will allow managers to forward their WPT requests to a designated Resource Management (RM) point of contact for approval before submission to the CPAC. Until then, however, commands should provide supplemental instructions regarding RM review and approval procedures. It is recommended to review your staffing plan quarterly and provide any updates through the WPT.

Step 2: Workforce Planning Tool Requests

The Army Workforce Planning Tool (WPT) has been developed to facilitate execution of the Human Capital Plan requirements and to create a more efficient recruitment, classification and hiring process for you. Please note that this tool creates work orders to pre-position documents. It may also be used for position classification review projects in addition to workforce planning. There are three ways management can identify a position for review.

1. Position Review and Hiring Questionnaire - select this option for any PD revisions (for significant changes to a PD please submit by selecting Add New PD)
2. Hiring Questionnaire Only - select this option when the PD is adequate and requires no further review.
3. Add New PD - select this option if you need to make significant, substantive changes to a PD assigned to you (e.g. abolish/re-establish, reclassify to a new position) and for any new requirement which will result in additions to your TDA.

The WPT provides a comprehensive overview of the positions that make up your organization. You can find detailed information about each position by clicking on the arrow button next to the position title. When submitting a request, you will be offered an opportunity to document your projected recruitment needs and the anticipated recruitment date for each position. In addition, you will be able to provide

any other relevant comments you may have about each of your positions selected. (See Appendix B for a step by step guide).

Using the Workforce Planning Tool (WPT)

1. Tool is located on FASCLASS website. See Appendix C for screen shots. Managers, supervisors and Administrative staff will be able to make WPT entries.
2. Information is based on each users CSU access, to accurately use the tool the user's CSU access must be correct. (Managers will see the same organizations they see in CPOL Portal)
3. Management will use the tool to identify positions after the Annual Staffing discussion and RM concurrence for projected vacancies or positions reviews.
4. An email notification will be sent through the tool to the CPAC upon submission by management.
5. Upon receipt in the CPAC, a specialist will be assigned to establish the recruitment package.
6. Upon completion of the Recruitment package, the documents will be uploaded to a FASCLASS "shelf," an area in FASCLASS associated with the applicable PD and the WPT will be closed.

Step 3: CPAC Prepositions Recruitment Packages:

1. As indicated above, as a result of the requirements management identifies in the WPT, the CPAC will receive notification and any attached draft products related to each requirement in the WTP. The next step in the process is prework associated with the Strategic Recruitment Discussion (SRD), to include a cursory review of the job description where management requests a Hiring Questionnaire only. During that cursory review, the specialist ensures there is no new classification standard that needs to be applied and that the position is appropriate for the level to which it is assigned. Normally, the SRD will be with the POC that management identified in the WPT. After the SRD, the CPAC Specialist will develop key recruitment tools. The SRD discussion will include such items as:

- a. Position Descriptions – Validation of current PD accuracy or document changes and fact finding to establish a new PD;
- b. Recruitment strategies – identify most likely applicant pools and incentives.
- c. An in-depth review of the requirements of the job to assist the Specialist in finalizing a job analysis and Occupational Assessment for use to announce the position. Most of the time, the specialist will be prepared for this step by an independent review of what was attached to the WPT request.
- d. Discuss Interview questions and selection panel timing. This is an optional step.

2. After the SRD is completed, the specialist will use the resulting information to finalize the PD, where required, and prepare recruitment package that CPAC Specialists, Administrative POCs and managers will collaborate on outside of the WPT. Recruitment packages will be maintained in FASCLASS

with the new/revised or current PD. Upon completion of these activities, the specialist will close out the work order in the WPT. At that point, the manager will receive an e-mail that the request has been completed. As the need to conduct recruitment for the position occurs, the manager should submit a RPA that identifies the PD by PD Number in the "RPA Notes Section D" of the RPA.

3. Once a recruit-fill RPA is received, the Specialist will search FASCLASS for the new/revised PD and the associated recruitment package. The specialist will review this prepositioned package to ensure it's appropriate for the vacancy to be filled and contact the manager to confirm requirements. The manager/subject matter expert will be given no more than 2 workdays to confirm requirements as prepositioned or request recommended changes. While the initial contact may be via e-mail, the specialist should make every effort to contact the manager by phone or in person within that 2 day period. If the specialist receives no response, the assumption is that management concurs with the prepositioned materials. If management requires changes to any of the prepositioned documents, e.g., the position description itself, the job analysis, the SRD documentation or the Occupational Assessment, the specialist should make those changes to the "Shelf" documents in FASCLASS.

4. Positions that have not been identified in the Annual Staffing Plan will, also, have recruitment packages created and prepositioned. Both the WPT and the FASCLASS Recruitment Package "shelf" will be used for all recruitment actions – whether they are submitted by management through the WPT or not. In addition, specialists will use the prepositioned packages for all recruit actions where management wishes to fill like positions. They will work with management through the SRD process (see paragraph 1 in Step 3 above) to "tweak" the PD and/or recruitment packages for the specific position they are filling.

Appendix B

WORKFORCE PLANNING TOOL SCREEN SHOTS

Go to the FASCLASS homepage <https://acpol2.army.mil/fasclass/inbox/> and Click on “Workforce Planning Tool.” (Do NOT log in using Restricted Access)

FASCLASS

Workforce Planning Tool

3 October 2012 Restricted Access

FASCLASS
FULLY AUTOMATED SYSTEM FOR CLASSIFICATION

Deputy Chief of Staff of the Army
Department of the Army
MR Solutions Corporate

Europe Far EastN. CentralNortheastS. CentralSouthwest West NAF

-- Partnering with Army --

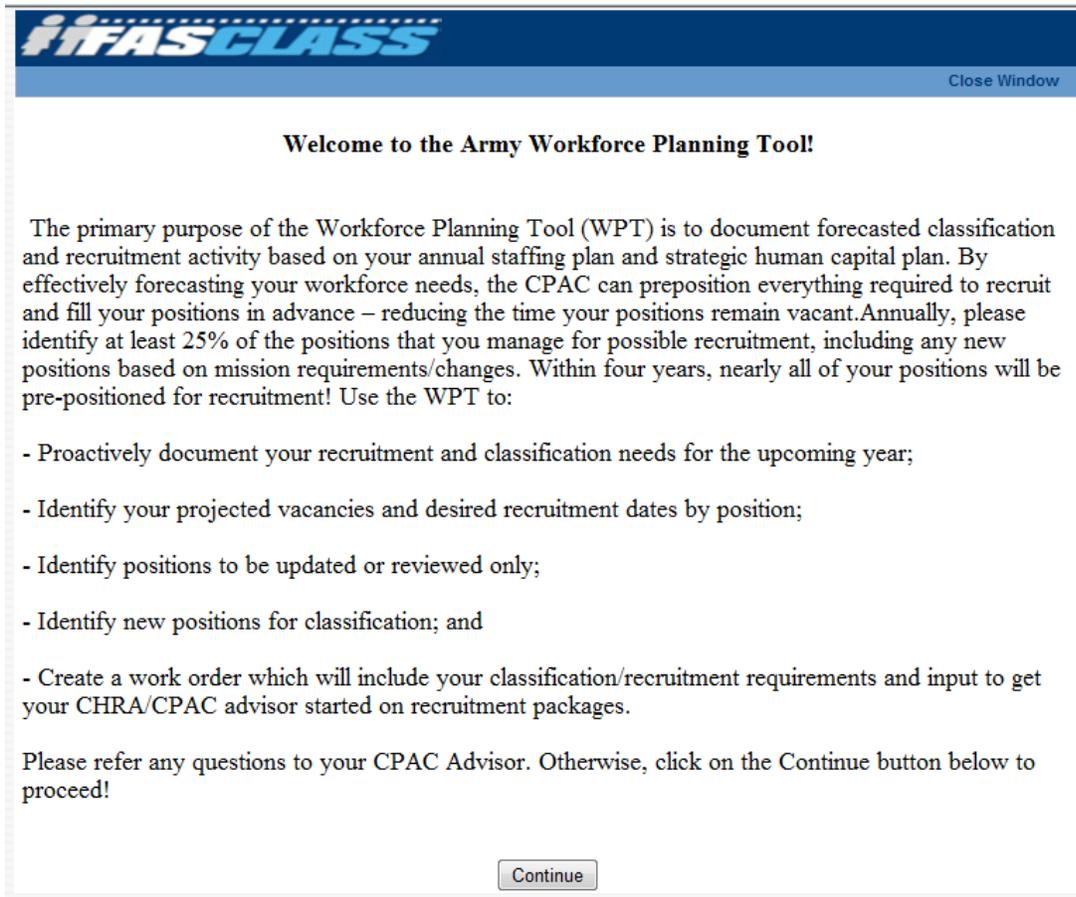
DISA DCMA CapMed TRICARE DFAS

To begin, move the mouse over one of the menu items in the gray menu bar, as an example FASCLASS, to display the sub-menu item choices. If the sub-menu items do not display, simply click on the menu item, then click on the desired menu choice.

Fully Automated System for Classification (FASCLASS) is a centralized system at HQDA that gives access to active position descriptions and position related information throughout Army. Access to data is restricted according to assigned user privileges.

If you have any suggestions, please [email](#) us with your comments.

Please read the welcome page (at least once prior to use) and then click “Continue”



The screenshot shows a web page with a blue header containing the iFASCLASS logo and a "Close Window" button. The main content area has a title "Welcome to the Army Workforce Planning Tool!" followed by a paragraph explaining the tool's purpose. Below this is a bulleted list of five tasks. At the bottom, there is a "Continue" button.

Welcome to the Army Workforce Planning Tool!

The primary purpose of the Workforce Planning Tool (WPT) is to document forecasted classification and recruitment activity based on your annual staffing plan and strategic human capital plan. By effectively forecasting your workforce needs, the CPAC can preposition everything required to recruit and fill your positions in advance – reducing the time your positions remain vacant. Annually, please identify at least 25% of the positions that you manage for possible recruitment, including any new positions based on mission requirements/changes. Within four years, nearly all of your positions will be pre-positioned for recruitment! Use the WPT to:

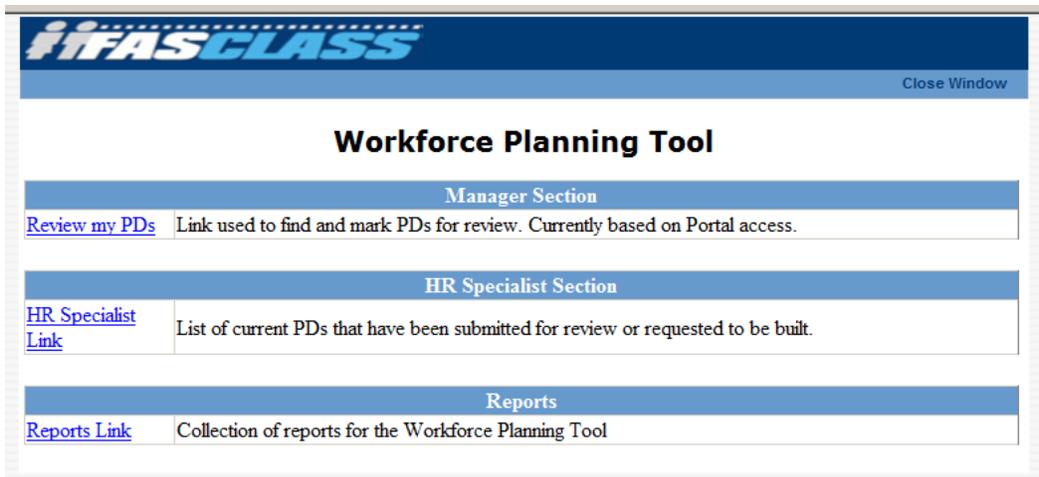
- Proactively document your recruitment and classification needs for the upcoming year;
- Identify your projected vacancies and desired recruitment dates by position;
- Identify positions to be updated or reviewed only;
- Identify new positions for classification; and
- Create a work order which will include your classification/recruitment requirements and input to get your CHRA/CPAC advisor started on recruitment packages.

Please refer any questions to your CPAC Advisor. Otherwise, click on the Continue button below to proceed!

[Continue](#)

Managers Portion of WPT

Managers/Admins can select “Review my PDs” to identify positions needing review.



The screenshot shows the main interface of the Workforce Planning Tool. It features a blue header with the iFASCLASS logo and a "Close Window" button. The title "Workforce Planning Tool" is centered. Below the title are three sections: "Manager Section" with a "Review my PDs" link, "HR Specialist Section" with an "HR Specialist Link", and "Reports" with a "Reports Link".

Workforce Planning Tool

Manager Section

[Review my PDs](#) Link used to find and mark PDs for review. Currently based on Portal access.

HR Specialist Section

[HR Specialist Link](#) List of current PDs that have been submitted for review or requested to be built.

Reports

[Reports Link](#) Collection of reports for the Workforce Planning Tool

Selecting “Review my PDs” will bring up the organizations that the user has access to (This is based on CSU access; users will see the same organizations they see in Portal). Click on “Select” next to the org component to view positions.

Org Component	Org Desc
Select EJSEW6D406%	US ARMY CIV PERSONNEL ADVISORY CENTER
Select EJSEW6D4AA%	USA CIV PERSONNEL OPS CTR, WEST
Select EVMCW0EEAA%	MEDDAC AK
Select EVP1W0AKAA%	US ARMY ALASKA, HQ
Select EVP1W330AA%	U.S. ARMY NCO ACADEMY - ALASKA
Select EVP1WD8X99%	0025 IN HHC AUG
Select EVP1WJK699%	0025 IN BDE 04 AUG BDE
Select HGCEW2SJ03%	US ARMY ENGINEER DISTRICT, WALLA WALLA
Select STMCW0EEAA%	MEDDAC AK
Select STP1W0AKAA%	US ARMY ALASKA, HQ

[Report Home](#)

A list of all PDs that are currently being used in this organization will appear. You may click on the Master PD number to view that PD. “Position Details” lists the number of employees (in the org component that you are viewing) that are currently on that PD. (Note: many PDs are used in various organizations)

Managers/Admins can select “Review This” next to the position if they wish to have that particular position reviewed. Also, Managers/Admins can submit a draft PD for newly created positions by selecting “Add New PD” at the bottom of the screen. The status of reviews are annotated under the “review complete” section on the far right. The key for these symbols is at the top of the page.

PD information for EJSEW6D4AA%

= No Review
 = In Progress
 = Completed Review

[Main Menu](#)

Master PD	Position Details	Master PD Title	PP-SER-GR	Posn Cnt	Take Action	Review Complete
CH00126		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-11	7	Review This	
CH00121		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-12	2	Review This	
RA250		SUPERVISORY HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-13	1	Review This	
RA320		HUMAN RESOURCES ASSISTANT (OA)	GS-0203-07	1	Review This	
CH00122		AUTOMATION INTEGRATION SPECIALIST	GS-0301-11	1	Review This	
CH00123		AUTOMATION INTEGRATION SPECIALIST	GS-0301-12	3	Review This	
RA220		INFORMATION SYSTEMS MANAGER	GS-0301-14	1	Review This	

[Add New PD](#)

[Main Menu](#)

A. When “Review This” is selected

The Manager/Admin will need to select one of the two options that appear in this section.

PD: CH00122 AUTOMATION INTEGRATION SPECIALIST

Position and Hiring Actions/Products Needed:

Position Review and Hiring Questionnaire (Select this option for PD revisions and new Hiring Questionnaire)

Hiring Questionnaire Only (Select this option for standard PDs, when the PD is adequate and requires no further review or for a known separation where the PD is fine.)

No Review currently in progress

- i. When “Position Review and Hiring Questionnaire” is selected you will need to attach the revised PD and fill out the general information. Click “Submit” when completed.

PD: CH00122 AUTOMATION INTEGRATION SPECIALIST

Position and Hiring Actions/Products Needed:

Position Review and Hiring Questionnaire (Select this option for PD revisions and new Hiring Questionnaire)

New PD to attach: * Required Only .doc or .docx allowed

Hiring Questionnaire Only (Select this option for standard PDs, when the PD is adequate and requires no further review or for a known separation where the PD is fine.)

General Information

Reason:

Description of change: (optional)

Projected Quarter:

Subject Matter Expert/POC:

No Review currently in progress

- ii. When “Hiring Questionnaire Only” is selected fill in the general information. Click “submit” when completed.

PD: CH00123 AUTOMATION INTEGRATION SPECIALIST

Position and Hiring Actions/Products Needed:

- Position Review and Hiring Questionnaire (Select this option for PD revisions and new Hiring Questionnaire)
- Hiring Questionnaire Only (Select this option for standard PDs, when the PD is adequate and requires no further review or for a known separation where the PD is fine.)

General Information

Reason:

Description of change: (optional)

Projected Quarter:

Subject Matter Expert/POC:

No Review currently in progress

B. When "Add New PD" is selected

The screenshot shows the iTRASCLASS application window. At the top, it displays "PD information for EJSEW6D4AA%". Below this is a legend: a red 'X' icon for "No Review", a blue folder icon for "In Progress", and a green checkmark icon for "Completed Review". A "Main Menu" link is visible. The main content is a table with the following data:

Master PD	Position Details	Master PD Title	PP-SER-GR	Posn Cut	Take Action	Review Complete
CH00126		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-11	7	Review This	
CH00121		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-12	2	Review This	
RA250		SUPERVISORY HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-13	1	Review This	
RA320		HUMAN RESOURCES ASSISTANT (OA)	GS-0203-07	1	Review This	
CH00122		AUTOMATION INTEGRATION SPECIALIST	GS-0301-11	1	Review This	
CH00123		AUTOMATION INTEGRATION SPECIALIST	GS-0301-12	3	Review This	
RA220		INFORMATION SYSTEMS MANAGER	GS-0301-14	1	Review This	

Below the table is an "Add New PD" button and another "Main Menu" link.

The Manager/Admin must attach the draft PD and enter the Projected PD requested location. Next select the Projected Quarter, enter the Temporary working title, explanation, any additional comments, and an Expert/POC. Click "Submit" when completed.

Please fill out the following:

Draft PD to attach: * Required Only .doc or .docx allowed

Projected PD requested location: * Required
 Choose organizational component:

-OR-
 Search organizational clear text: *Type at least 3 letters of the clear text description*

Projected Quarter:

Temporary working title: *No more than 100 characters* * Required

Explanation as to why the new position is needed: * Required

Additional Comments: *(Annotate critical staffing requirements; projected fill date; specific AOCs)*

Subject Matter Expert/POC: *(Last name, First name)*

C. Cancelling after submitting Request

The Manager/Admin can cancel requests by selecting “Review This” next to the record being reviewed.

PD information for EJSEW6D4AA%

Close Window

✘ = No Review 📁 = In Progress 📄 = Completed Review

[Main Menu](#)

Master PD	Position Details	Master PD Title	PP-SER-GR	Posn Cnt	Take Action	Review Complete
CH00126		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-11	6	Review This	✘
CH00121		HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-12	2	Review This	✘
RA250		SUPERVISORY HUMAN RESOURCES SPECIALIST (INFORMATION SYSTEMS)	GS-0201-13	2	Review This	✘
RA320		HUMAN RESOURCES ASSISTANT (OA)	GS-0203-07	1	Review This	📁
CH00122		AUTOMATION INTEGRATION SPECIALIST	GS-0301-11	1	Review This	✘
CH00123		AUTOMATION INTEGRATION SPECIALIST	GS-0301-12	2	Review This	✘
RA220		INFORMATION SYSTEMS MANAGER	GS-0301-14	1	Review This	✘

[Main Menu](#)

In addition to the normal information that appears by selecting “Review This,” the bottom of the message shows who entered the review. To cancel the request select “Cancel This Review.” **Note: only the Manager/Admin who submits the review can cancel it.**

HUMAN RESOURCES SPECIALISTS INFORMATION SYSTEMS GS-0701-11 0 Ke

PD: RA320 HUMAN RESOURCES ASSISTANT (OA)

Position and Hiring Actions/Products Needed:

Position Review and Hiring Questionnaire (Select this option for PD revisions and new Hiring Questionnaire)

Hiring Questionnaire Only (Select this option for standard PDs, when the PD is adequate and requires no further review or for a known separation where the PD is fine.)

There is currently a review in progress that is not yet complete.
Entered by timothy.lemborg

Reports

At the main menu select “Reports Link”

iFASCLASS Close Window

Workforce Planning Tool

Manager Section

[Review my PDs](#) Link used to find and mark PDs for review. Currently based on Portal access.

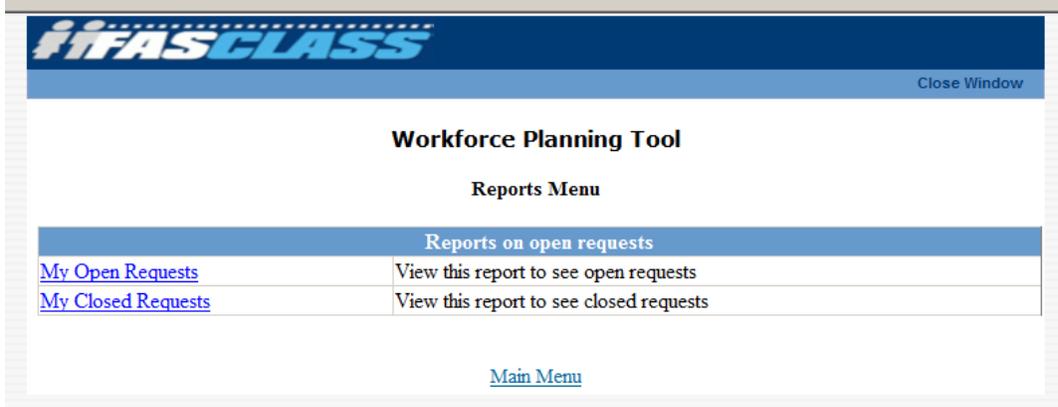
HR Specialist Section

[HR Specialist Link](#) List of current PDs that have been submitted for review or requested to be built.

Reports

[Reports Link](#) Collection of reports for the Workforce Planning Tool

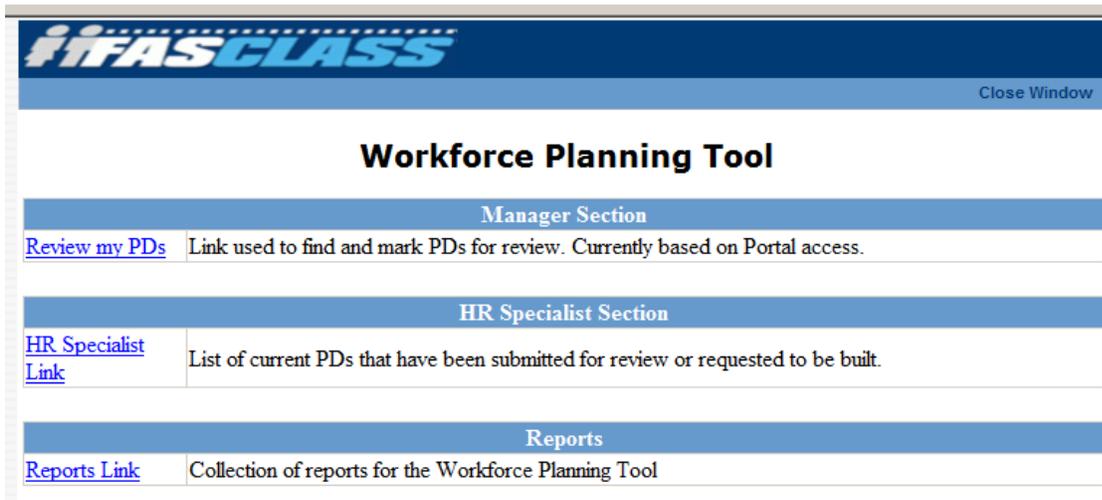
This will allow you to view your open and closed requests.



This section will also include reports for MACOMs and MSCs to track progress by UIC.

HR Portion of WPT

At the main menu select “HR Specialist Link”



This will bring up a list of Positions that Management has submitted for Review. On this screen HR personnel can view the Manager’s notes by selecting the “Review Reason” or “Manager Comments” for each record. HR personnel have the option of inserting their own comments as well by selecting “View/Edit” under “HR Comments.”

Positions needing review

= Full Review. Click to see uploaded PD.
 = Assessment Only. No PD was uploaded.

[Main Menu](#)

Assigned Specialist	Position Title	PD Number	Review Reason *	Date Submitted	Projected Quarter	POC	Uploaded File	HR Comments	Complete/Cancel Review
Choose Specialist	HR SPECIALIST	CH00116	Planned Move	01/11/2012	Quarter 3 FY2012	Swain, Barry L		View/Edit	Action
Choose Specialist	AUTOMATION INTEGRATION SPECIALIST	CH00123	New Manpower Authorization	11/02/2012	Quarter 1 FY2013	Tim Lemberg		View/Edit	Action
Choose Specialist	AUTOMATION INTEGRATION SPECIALIST	CH00122	Retirement	11/02/2012	Quarter 1 FY2013	Tim Lemberg		View/Edit	Action

* Click the reason to view Manager's comments

PDs requested to be built in FASCLASS

Assigned Specialist	Requested Org	Temp Title	Manager Comments	Date Submitted	Projected Quarter	POC	Uploaded File	HR Comments	Complete/Cancel Review
Choose Specialist	EJSEW6D4AAWR3	Human Resources Specialist	View comments	11/02/2012	Quarter 1 FY2013	Lemberg, Tim		View/Edit	Action

To assign each action select "Choose Specialist." This will allow you to assign each position to an HR Specialist within your CPAC. When a review is assigned the WPT will send an email to the assigned specialist.

Please choose an HR Specialist:

- BUSH ROBIN S
- BUSH ROBIN S
- CHERRETTE SHARON M.
- DAVILA RITA M
- DAVIS LISA K
- DINKINS DALLAS H
- DOCTOLERO KRISTA M.
- FERENC LISA L
- FISHER THOMAS K
- GIVENS SHAWNNA CHANTAL
- HERTZBERG LINDA M.
- HINDS RHONDA V
- JANIK STEPHEN V
- LIVINGSTON WENDY K
- LUERA DAVID P.
- MOCK MICHELLE K.
- POCOCK CHALMARIE C
- REDMAN JAMIE B
- SMITH ALICIA R
- STEELE JACQUELYN L
- SUGRUE RACHEL R
- TAYLOR JAMES P
- VERSCHUEREN JR ROBERT L.
- WILLIAMS JILL L. T.
- WINSOR PATRICIA ANN

Completing and Cancelling Actions

Once the review is completed (or needs to be cancelled) select "Action" under the "Complete/Cancel Review" section.

PD Number	Review Reason *	Date Submitted	Projected Quarter
Action for PD: CH00123			
Complete the action:			
Was there a new PD Number created? (Leave blank if none)			
<input type="text"/>			
What is the assesment number?			
<input type="text"/>			
<input type="button" value="Submit"/> <input type="button" value="Cancel"/>			
Cancel the action:			
This will cancel this request from the system.			
<input type="button" value="Cancel This Review"/>			

To complete each action you will need to provide the new PD number (if a new PD was created) and the assessment number, then select "submit."

To cancel the review, select the "Cancel This Review" at the bottom. **BE CAREFUL once it is cancelled, it cannot be retrieved.**

The WPT will generate an e-mail that is sent to the manager when an action is completed or cancelled.