**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.

<table>
<thead>
<tr>
<th>Action</th>
<th>Time</th>
<th>Category</th>
</tr>
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<tbody>
<tr>
<td>Initiation of RPA to Receipt in Personnel</td>
<td>3 Days</td>
<td>Management Time</td>
</tr>
<tr>
<td>Receipt of RPA to Vacancy Announcement</td>
<td>7 Days</td>
<td>HR Time</td>
</tr>
<tr>
<td>Vacancy Announcement Time</td>
<td>10 Days</td>
<td></td>
</tr>
<tr>
<td>Vacancy Announcement Close to Referral</td>
<td>16 Days</td>
<td>HR Time</td>
</tr>
<tr>
<td>Referral List with Management</td>
<td>15 Days</td>
<td>Management Time</td>
</tr>
<tr>
<td>Referral Return to Commit</td>
<td>3 Days</td>
<td>HR Time</td>
</tr>
<tr>
<td>Commit to EOD</td>
<td>26 Days</td>
<td>Management Time</td>
</tr>
</tbody>
</table>

Management time = 44 Days
HR Time = 26 Days
Announcement time = 10 Days
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 A

Hiring Reform Overall Timeframes

Staffing Forecast For FYXX+1 & FYXX Execution

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<tr>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
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- President Submit Budget
- Commanders' Kickoff
- Staffing Forecast Plan Preparation 7 February – 8 May
- Sub-Commanders' Approval
- Commanders' Re却
- Final Review, Approval & Document Preparation
- Plan to Line Mgt. & HR
- Execute 3rd Quarter Segment
- Execute 4th Quarter Segment
- 100% of FYXX Budget, Work-Years & ES Exceeded
- Execute 3rd Quarter Segment
- Execute 4th Quarter Segment
- 100% of FYXX Budget, Work-Years & ES Exceeded

CWT GOSC 9 July 2012 1430-1630
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)
Please read the welcome page (at least once prior to use) and then click “Continue”

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!

Managers Portion of WPT

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

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.
A. When “Review This” is selected

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

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.

ii. When “Hiring Questionnaire Only” is selected fill in the general information. Click “submit” when completed.
B. When “Add New PD” is selected

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.
C. Cancelling after submitting Request

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

Reports

At the main menu select “Reports Link”

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.”
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.

Completing and Cancelling Actions

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