



Approved for Release

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Date

**DEPARTMENT OF COMMERCE
OFFICE OF HUMAN RESOURCES MANAGEMENT**

HUMAN RESOURCES (HR) BULLETIN #139, FY11

SUBJECT: End-to-End (E2E) 80-Day Hiring Model

EFFECTIVE DATE: April 1, 2011

SUPERSEDES: HR Bulletin #132, FY11, dated November 22, 2010

REVISIONS: This bulletin requires each Servicing Human Resources Office (SHRO) to submit three separate quarterly E2E 80-Day Hiring Reports (Delegated Examining (DE) actions, Merit Assignment Program (MAP) actions, which include all non-competitive hiring authority actions, and a combination of DE and MAP actions); clarifies that SHROs servicing more than one bureau should submit consolidated reports (not separate reports for each serviced bureau); changes language to reflect the recommended Department of Commerce (Department) standards for the average number of calendar days for each step of the E2E 80-day hiring roadmap; and provides guidance on calculating averages.

BACKGROUND: The E2E Hiring Initiative was launched in February 2008 by a partnership between the Office of Personnel Management (OPM) and the Chief Human Capital Officers Council Subcommittee for Hiring and Succession Planning. The goal was to improve the overall experience for applicants and hiring officials in the Federal hiring process. As a result of the initiative, OPM suggested agencies use an 80-day standard model for E2E hiring. In addition, as a key part of the Obama Administration's comprehensive Hiring Reform Initiative, the President has called for improving quality and speed of hiring.

COVERAGE: This bulletin applies to all competitive service positions through the GS-15 or equivalent levels when competitive examining is used and the vacancy announcement has a specific open and close date other than an open continuous announcement as well as to all non-competitive actions such as those under a specific direct-hire authority, 30 percent or more disabled veterans, Schedule A authorities, student career experience program, student temporary employment programs, and veterans recruitment appointments.

PURPOSE: This bulletin establishes Department-wide guidance for Servicing Human Resources Offices (SHRO), defines the phases of the E2E 80-day hiring roadmap; provides

guidance on the number of days to complete each step; and supplies the E2E reporting requirements.

POLICY: The E2E 80-Day Hiring Model begins “Day 1” when the HR practitioner has the request-to-hire package (i.e., job analysis, occupational questionnaire, SF-52, position description, designated sensitivity level/clearance eligibility, designated drug testing requirement confirmed, etc.). The enter-on-duty (EOD) date, or the MAP action effective date, is the end date of the E2E 80-Day Hiring Model.

Below are the recommended standards for the average number of calendar days in each step of the E2E 80-day hiring roadmap. Although an SHRO’s standards may vary, all are measured against a total 80-day hiring timeline.

Step 1: Day 1 – The complete recruitment package is received from the hiring manager (job analysis, occupational questionnaire, SF-52, position description, designated sensitivity level/clearance eligibility, designated drug testing requirement confirmed, etc.), HR practitioner reviews package, establishes case file, and creates draft Job Opportunity Announcement (JOA).

Step 2: Days 2–6 – The draft JOA is reviewed by the hiring manager for approval (confirm job analysis, assessment tool(s), scores for designated quality categories, etc.), and it is returned to the HR practitioner.

Step 3: Days 7–8 – HR finalizes JOA and posts it to the OPM USAJOBS website.

Step 4: Days 9–15 – Receive applications through the automated hiring system/USAJOBS or hard copy for those not submitted through the automated hiring system/USAJOBS. HR documents receipt of hard copy applications by date stamping. HR notifies applicants of their status through USAJOBS, for those who apply through USAJOBS, or provides hard copy notification for those who do not apply through USAJOBS.

Step 5: Days 16–30 – HR and/or Subject Matter Expert and/or Panel Members evaluate applications; rate and rank applicants, HR notifies applicants of their status.

Step 6: Day 31 – HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status (e.g., referred to hiring manager or not referred to hiring manager).

Step 7: Days 32–50 – Hiring managers review applications, schedule and conduct interviews, check references, make selection(s) by annotating certificate(s), and return certificate(s) to the HR practitioner.

Step 8: Days 51–53 – Tentative job offer and acceptance period.

Step 9: Days 54–63 – Refer selectee’s documents to Office of Security (OSY) to initiate suitability clearance and/or investigation; have selectee fingerprinted and invited into e-QIP as deemed necessary. HR obtains favorable security/suitability notification/confirmation memo from OSY.

Step 10: Days 64–65 – Official offer and acceptance period. HR notifies remaining eligibles that a selection was made.

Step 11: Days 66–80 – Coordination of EOD or effective date of MAP action. (Day 80 should be the actual effective date.)

REPORTING REQUIREMENT: Using the attached templates, each SHRO is required to submit the following quarterly reports to the Office of Human Resources Management (OHRM), Office of Policy and Programs (OPP). Each step of the process must be annotated with an accurate numerical value, using the appropriate averaging method as defined below. In addition, each SHRO must submit only one consolidated report (to include its servicing bureaus), for each of the categories below.

1. Delegated Examining (DE)
2. Merit Assignment Program (MAP)
3. Combination of DE and MAP

SHROs must provide to OHRM, OPP, their End-to-End (E2E) 80-Day Hiring Model: Report Templates by January 15, April 15, July 15, and October 15 of each year, to begin after the issuance of this bulletin. Each quarterly report must be signed by the Principal Human Resources Manager.

CALCULATING AVERAGES:

Simple Averages: When computing an average using data listed by each hiring action (i.e., our raw data), a simple average would be used.

For the E2E data: 1) The number of days for each action under a given step is summed, and 2) the sum is divided by the total number of actions.

Example:

Hiring Action	Step 1	Step 2
A	2	8
B	4	12
C	3	4
D	1	5

$$\begin{aligned}\text{Step 1 simple average} &= (2 + 4 + 3 + 1) \div 4 \\ &= 10 \div 4 \\ &= 2.50 \approx 3 \text{ days}\end{aligned}$$

$$\begin{aligned}\text{Step 2 simple average} &= (8 + 12 + 4 + 5) \div 4 \\ &= 29 \div 4 \\ &= 7.25 \approx 7 \text{ days}\end{aligned}$$

Weighted Averages: When computing an average using data containing units that have already computed simple averages (e.g., rolling up office data into bureau data, combining DE data and MAP data into All Hires data, etc.), a weighted average is used.

For the E2E data: 1) The number of days listed for each unit under a given step is multiplied by the number of actions that unit represents, 2) all of the resulting products are summed, and 3) the sum of the products is divided by the sum of the total number of actions all offices represent together.

Example:

Office	Step 1	Step 2
A (10 actions)	2	8
B (44 actions)	4	12
C (23 actions)	3	4
D (6 actions)	1	5

$$\begin{aligned}\text{Step 1 weighted average} &= (2 \times 10 + 4 \times 44 + 3 \times 23 + 1 \times 6) \div (10 + 44 + 23 + 6) \\ &= (20 + 176 + 69 + 6) \div 83 \\ &= 271 \div 83 \\ &= 3.26... \approx 3 \text{ days}\end{aligned}$$

$$\begin{aligned}\text{Step 2 weighted average} &= (8 \times 10 + 12 \times 44 + 4 \times 23 + 5 \times 6) \div (10 + 44 + 23 + 6) \\ &= (80 + 528 + 92 + 30) \div 83 \\ &= 730 \div 83 \\ &= 8.79... \approx 9 \text{ days}\end{aligned}$$

REFERENCES: The Presidential Memorandum dated May 11, 2010, “Improving the Federal Recruitment and Hiring Process”; Office of Personnel Management (OPM) Memorandum dated August 29, 2008, “End-to-End Hiring Roadmap”; and OPM’s End-to-End Hiring Initiative, Hiring Process Roadmap <http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf>

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Delegated Examining (DE) Template
End-to-End (E2E) 80-Day Hiring Model: Report Template for Non-SES positions when competitive examining procedures are used.
(Report only Enter-On-Duty (EODs) effective during the specified time period.)

End-to-End (E2E) 80-Day Hiring Model: Report Template for Non-SES positions when competitive examining procedures are used.

(Report only Enter-On-Duty (EODs) effective during the specified time period.)

Servicing Human Resources Office:

Reporting Period:

[illegible]

Total # of EOD Hiring Actions completed within 80 Calendar Days:	
Total # of EOD Completed Hiring Actions :	

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Date:

End-to-End (E2E) 80-Day Hiring Model: Report Template for Non-SES positions when merit assignment procedures (MAP) and any non-competitive hiring authorities are used. (Report only actions effective during the specified time period.)

Servicing Human Resources Office:

Reporting Period:

[illegible]

Total # of MAP Completed Hiring Actions:	Total # of MAP Hiring Actions completed within 80 Calendar Days:
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Combined Delegated Examining (DE) and Merit Assignment Program (MAP) Template

End-to-End (E2E) 80-Day Hiring Model: Report Template for Non-SES positions for both competitive examining and merit assignment program actions.
(Report only Enter-On-Duty (EODs) effective and MAP actions (including all non-competitive hiring authorities), that are effective during the specified time period.)
Servicing Human Resources Office:

Reporting Period:

	SF-52 recruitment package submitted to HR; HR practitioner reviews package, establishes case file; and creates draft JOA.	Draft JOA is reviewed by hiring manager for approval and submitted to the HR practitioner.	HR finalizes JOA and posts it to the OPM USAJOBS website.	Receive applications and HR notifies applicants of their status.	HR and/or SME and/or Panel Members evaluate applications; rank and rate applicants; HR notifies applicants of their status.	HR issues certificate(s) to the hiring manager, and notifies eligible applicants of their status.	Hiring managers review applications, schedule and conduct interviews, check references, make selection(s) by annotating certificate(s) and return certificate(s) to the HR practitioner.	Tentative job offer and acceptance period. E-mail tentative offer letter and specific instructions and links for completion of security and suitability information.	Refer selectee's documents to OSY to initiate suitability clearance and/or investigation; have selectee fingerprinted and invited into e-QIP as deemed necessary. HR obtains favorable security/suitability notification/confirmation memo from OSY.	Official offer and acceptance period. HR notifies remaining eligibles that a selection was made.	Coordination of EOD and MAP action. (Actual effective date)
Hiring Process Steps:	1	5	2	7	15	1	19	3	10	2	15
DOC Recommended Standard for Average # of Calendar Days:											
Average # of Calendar Days:											

Total # of EOD and MAP Completed Hiring Actions:	Total # of EOD and MAP Hiring Actions completed within 80 Calendar Days:
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Date