USA Staffing®
Great Government Starts Here®

USA Staffing
Implementation Guide

U.S. Office of Personnel Management
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Contents

Introduction

We are pleased your agency has selected USA Staffing as its federal talent acquisition system. Successful implementation of any recruitment tool requires planning, communication, and change management. To help your agency transition to USA Staffing, we have created this Implementation Guide for your use. It provides recommendations and best practices from over 40 years of OPM experience helping agencies automate their staffing processes. It is designed to help you communicate the benefits of the system to key stakeholders, build awareness of the transition project, develop and implement change management strategies and design agency specific configurations. While we strongly suggest your agency incorporate the full range of recommendations outlined in this guide, we recognize you have unique agency challenges and opportunities that will define your implementation strategy. Your USA Staffing Account Manager is your primary OPM point of contact for any questions you have about implementation and will work with you to help determine the best strategies for transitioning your organization.

Step 1: Prepare your Team

Criteria for Success

Before you begin, we recommend you define what a successful USA Staffing implementation means to your agency.

Widespread adoption and use of the system by key stakeholders including HR users and Hiring Officials	Reducing the time from the announcement closing to issuing certificates	Reducing the number of re-announcements due to poor quality applicants	Increasing the number of highly qualified candidates	Increasing the number of selections made by Hiring Officials
Increasing the number of vacancies each HR user can concurrently process	Reducing the number of applicant questions	Completion of the online USA Staffing training modules	Building a comprehensive library of valid assessments & announcements including competencies, items, eligibilities, & PDs	Creating standard operating procedures (SOPs) for using the system

Criteria that other agencies have used to define their success include:

Roles and Responsibilities

Every agency will have a unique implementation approach for USA Staffing therefore your Account Manager will help guide you through this transition and provide guidance and assistance throughout the life of your USA Staffing partnership. He/She has reach-back capability to other groups within OPM including HR Specialists, Business Analysts, IT Professionals, and Personnel Research Psychologists (also called I/O Psychologists) who can help provide holistic implementation recommendations and services.

Role	Responsibilities
USA Staffing Account Manager	✓ Provide USA Staffing subject matter expert (SME) knowledge ✓ Suggest business process improvements to ensure best possible system use ✓ Provide change management and implementation support ✓ Provide you with the latest information on schedule, functionality, and availability of resource materials for the USA Staffing system ✓ Act as a liaison between your team and the Development and User Support teams within the USA Staffing Program Office ✓ Communicate and discuss system enhancements & their impact to your organization ✓ Document, prioritize, and communicate enhancement requests to the USA Staffing Program Office

	✓ Coordinate the Interagency Agreement Process and any other financial processes between OPM and your agency related to the USA Staffing system
You	✓ Identifying a person to serve as a project manager and/or Implementation Team for your agency ✓ Engaging all of your internal stakeholders (e.g., HR users, hiring managers, executives, unions and internal applicants) to determine the best way to transition from your current system to USA Staffing ✓ Using USA Staffing-provided materials to communicate about the implementation with stakeholders ✓ Identifying content and configurations desired for USA Staffing ✓ Informing your Account Manager of your intended implementation schedule

Customer Data Worksheet

The Customer Data Worksheet is one of the first steps in setting up your access to USA Staffing. This document allows the USA Staffing team to create the live and test office(s) for your organization.

After the CDW is completed, OPM will create your office(s), and one **Office Administrator** account. The Administrator is typically responsible for creating all of the licensed user accounts for your organization and assigning permission profiles to each one after their online training has been completed. The Administrator has broad access to USA Staffing. They manage templates and other functions that will affect an entire office. Your agency may assign as many Office Administrators as necessary for you to effectively address your workload. The number of Administrators you assign will be dependent on your internal business practices. The Administrator(s) will learn more about their role when they complete the online training. The Account Manager is also available to assist the Administrator(s) as needed.

Designate a USA Staffing Implementation Team and Rollout Plan

We have found USA Staffing implementation is most successful when there is strong support from agency leadership. This includes dedicating the necessary program resources to successfully manage the agency's use of USA Staffing.

Primary Point of Contact

As mentioned earlier, we recommend identifying one member of the Implementation Team to serve as your agency's primary point of contact (POC) for USA Staffing. This POC will meet regularly with the USA Staffing Account Manager. Having dedicated POCs allows both organizations to communicate in a structured and effective manner.

The time commitment for your primary POC will depend on numerous factors including your timeline for implementing USA Staffing, the number of new users, your USA Staffing implementation project plan, the size of your Implementation Team, and your unique business needs. Based on our experiences with current customers, POCs generally dedicate between 25% and 100% of their time to this role during the implementation phase and 10% to 25% of their time once the agency has fully implemented USA Staffing. Depending on your agency's size and needs, the POC may need to dedicate 100% of their time to this role after implementation is complete. Examples of responsibilities for the Agency POC include:

- Communicate information and progress of the Implementation Team.
- Relay comments and concerns from the agency user.
- Communicate specific business practices and agency hiring information to aid in tailoring the implementation to your specific needs.

The Implementation Team

We recommend establishing an Implementation Team with the responsibility to create a USA Staffing implementation plan with associated milestones, timelines, resources, and costs. The unique strategy and approach your agency will take is dependent upon numerous factors, such as the amount and type of staffing workload your agency processes; the size of your HR staff; and the assessment methodology your agency uses. Examples of roles/tasks for the Implementation Team include:

Assessment Strategy and Development Lead:

- Develop & manage the agency's applicant assessment strategy and/or agency specific templates including a quality assurance process to ensure high quality content

Communications Liaison:

- Coordinate communications efforts to ensure all stakeholder groups are informed about the transition to USA Staffing. Create and manage the communication plan (see Communications section of this document) to allow your agency to map out how to communicate appropriately and effectively to various stakeholders.

IT Liaison for Interconnections and Browser Configurations:

- Communicate agency specific IT configurations and can serve as the in between for USA Staffing technical system setup questions.

Office Administrator(s):

- Create SOPs and other agency-specific policies and procedures for implementing & utilizing USA Staffing. Should have a high proficiency in federal staffing and examining, agency specific business practices, oral and written communication.

Onboarding Lead:

- Guide the agency's process around New Hires including identifying gaps in the current Onboarding process and coordinating with other parts of HR like Benefits, Payroll etc.

Online Training Coordinator:

- Utilize USA Staffing Resources to create agency specific training material and/or ensure that there is a training plan for new and existing users. Tasks may include ensuring users have completed all perquisite work for accessing the system, setting up access to the online training modules, coordinating a best practices assessment class, communicating agency naming conventions, etc.

Program Analyst and/or Reporting Lead:

- Analyze information to ensure agency needs are being communicated and met. Examples may include providing information or data for reporting needs; assessing the effectiveness of the current hiring processes to meet the strategic needs of the agency. Someone to determine how data from USA Staffing will be incorporated into the reporting strategy for your agency.

Super Users:

- Users that possess a solid knowledge of staffing policies and procedures and have the ability to learn automated systems quickly. This is especially helpful in agencies that are spread across the United States or are implementing in a phased approach. They should have strong oral communication skills and focus on customer service with an interest (and time) to invest in mentoring others and provide new and existing users a place to turn when they have questions about internal processes using USA Staffing. They also are great resources for soliciting system feedback.

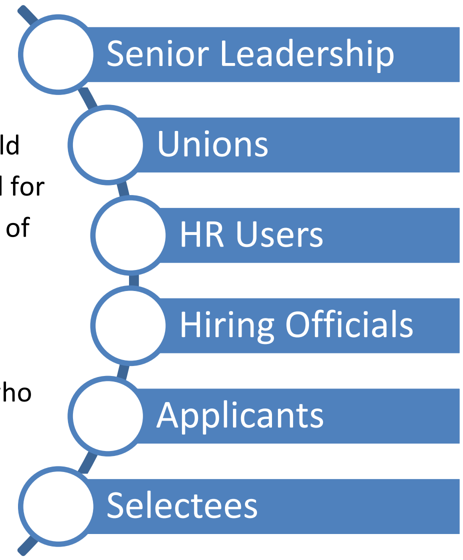
TIP*: USA Staffing was created by OPM to help automate the hiring process and offers a number of flexibilities that allow HR Specialists to issue certificates for delegated examining, merit promotion, and all non-competitive Federal hiring authorities. Because of this, to fully understand how the USA Staffing system works and the purpose of the various options in the system, we recommend ensuring your HR Specialists are highly proficient in Federal staffing rules and regulations prior to using USA Staffing. Employees should have completed perquisite courses and have on-the-job experience in Basic Staffing and Placement as well as other relevant subjects to your agency prior to using USA Staffing. Examples of these include: Delegated Examining Certification/Recertification, Merit Promotion Hiring, Category Rating, Qualifications Analysis, Adjudicating Veterans' Preference, Job Analysis and Assessment Development. It is also helpful if your employees are comfortable navigating the Internet, employing complex passwords, and using Web-based applications to complete their work.

Step 2: Prepare your Organization

Communication is one of the most essential elements to a successful transition to USA Staffing. As with any major change, employees may be reluctant to adopt new technology or change familiar business practices. Collaboration of the executive leadership team, HR Specialists, Hiring Officials, internal applicants, union representatives, and others specific to your agency will help build awareness of the transition project, meet legal requirements, secure the buy-in of system users and customers, and support implementation goals.

Identify Stakeholders

We recommend completing a stakeholder analysis (Appendix A) as one of the first steps for developing a communication plan. A stakeholder analysis is a technique of systematically gathering and analyzing information to determine whose interests should be taken into account throughout the USA Staffing implementation project. It is critical for project success to identify those people early in the project, and to analyze their levels of interest, expectations, importance, and influence.



Determine What/How to Communicate with Each Stakeholder Group

The communication plan should identify the needs of your stakeholders and identify who needs what information, when they will need it, how it will be given to them, and by whom it will be given. Communication activities can take many shapes and forms. We recommend looking for types of communication that can cover more than one stakeholder's needs. Examples of communications designed to build buy-in and enthusiasm for the project could include:

- Meeting 1-on-1 with key stakeholders (e.g., users, leadership, union officials) on an ongoing basis
- Traveling to various field locations and departments to explain benefits of USA Staffing (e.g., town hall meetings)
- Providing testimonials from individuals who have used USA Staffing
- Planning celebrations to bring visibility to the completion of major milestones
- Publicizing accomplishments across the agency
- Providing USA Staffing implementation status reports for leadership
- Conducting ongoing meetings (in person, conference calls, videoconferences) with the Implementation Team
- Providing ongoing metrics (e.g., number of announcements posted, number of certificates created, number of selections made)

Highlight the Benefits

In developing your communications strategy or plan, we recommend focusing key messages on the benefits of the change specific to each stakeholder group at your agency. An effective communications strategy provides transparency and a shared vision for the various audiences.

Examples of benefits to using USA Staffing:

- ✓ Increased timeliness and efficiency in filling positions
- ✓ Larger pool of well-qualified applicants
- ✓ Positive first impression about the agency to the applicants
- ✓ Better tracking of the hiring process
- ✓ Elimination of paper case files
- ✓ Accurate application of hiring authorities and veterans' preference
- ✓ Real-time electronic status updates to applicants
- ✓ Ability to combine Delegated Examining and Merit Promotion announcements
- ✓ Ability to reuse announcement and assessment templates
- ✓ Reduction/elimination of paper applications
- ✓ Ability for the Hiring Official to view applicant materials and make selections electronically

Step 3: Configure your System Settings

One of the most important steps to implementation is to setting up your Organization/Office/Customer designation. An **office** is a group of HR users working together, sharing authority to perform work and possibly having the same job function. Typically, the office mirrors physical or organization locations of the HR users. A **customer** is a group of Hiring Manager users with the potential to share tasks. Offices can be organized by location or hiring functions.

Keep in mind some common rules when considering the ideal office structure:

- If an HR user should procedurally be able to view another HR user's staffing work, then the HR users should be assigned to the same office. Vacancies cannot be shared across offices.
- If the HR user cannot view another's work, the HR users should be assigned to different offices.

Create Standard Operating Procedures

USA Staffing operates on a single platform, meaning all USA Staffing customer agencies have access to all of the system's features. This flexibility ensures your agency is able to use USA Staffing to complete a broad range of hiring actions. Depending on the needs of your agency, some system features may not be necessary for your users to complete their work. In addition, not all of your users need access to modify information stored in the system. Your Account Manager can help you determine which USA Staffing features best meet your needs and how to best organize your data within the system.

Your agency currently has SOPs in place for your staffing process. These procedures will likely require some modification when implementing a new talent acquisition system. We recommend reviewing your SOP's and ensure the following topics are addressed:

SOP - Setting Up User Permission Profile
We recommend creating an SOP for the criteria your agency will use to determine what level of permission each user will have when accessing USA Staffing. It is important to determine how your agency will control access to various parts of the system. USA Staffing permission profiles reside at the individual user level and your agency is responsible for determining the permission profile for each user.

It is important to understand when assigning permission profiles that users are defined as having a paid or unpaid account based on the profile they have been assigned. Each permissioned system function has been given a value of paid or unpaid within the system. For a full list of available permissions please visit the USA Staffing Resource Center.

SOP – Setting up Tags
Tags are a label applied to data that can be used to search for and group data. In USA Staffing tags are used to protect and share access to library and template data across offices and organizations. They're created by office administrators (or users given permission to create them) and apply or "tag" data like competencies, items and templates. Once something has been tagged, anyone can use tags to search and filter. When setting up your office, think about what Tags will make the most sense for your agency and how to best utilize them to share information.

SOP- Setting up Reviews
Reviews are HR's mechanism for connecting and sharing information with hiring managers or other SMEs who need to provide feedback on work HR is doing in USA Staffing; like assessments, announcements and certificates. Review use can vary by agency and can be utilized to best fit the needs of your HR office and agency's business processes. Reviews are a great way to share information to increase and document collaboration between the Hiring Manager and the HR Office. Utilize the Review Overview Guide on the Resource Center to create an SOP that makes the most sense for your office/organization.

SOP – Setting up Requests
Requests begin the staffing process within the USA Staffing system, equivalent to an SF-39 or an SF-52. Vacancies are created based on the request information entered, and a vacancy number is then assigned.

The request and all associated information (examples are linked requests, assessment package, announcement, applicants, certificates, and notifications) are retained as a permanent record in USA Staffing. Request number can be system generated, pulled in from an interconnected request processing system or manually entered based on agency specific protocol.

Permission Profiles

There are 5 user types in USA Staffing

HR Users: Access USA Staffing to create hiring requests, make announcements, develop assessment packages, evaluate candidates, issue certificates and onboard new hires.

>Office Administrator
>Standard HR User
>HR Assistant
>HR View Only
>Onboarding Only User

Hiring Manager Users (HM): Create hiring requests or review hiring information such as recruitment actions, job analysis, assessments, announcements, and certificates to make selection decisions.

>Standard Hiring Manager User
>Hiring Manager Assistant
>Hiring Manager View Only

Onboarding Users: will have access to new hire requests and records for their assigned Customers

>Standard Onboarding User
>Onboarding View Only

Reports Only and Applicant Flow Data Users: Access to reporting via Cognos; do not need permissions profiles because they do not have access to core USA Staffing. Will be granted access to the reporting tool

SOP- Hiring Policies

Review your agency's merit promotion and category rating policies and associated procedures. Are there parts of the policy or procedures that can be modified because of new business processes available with USA Staffing? In some cases, the policy itself may need to be updated to reflect the current operating environment and to remove outdated requirements that inhibit the potential success for automating the hiring process. Decisions made at the beginning can effect reporting implications in the end so it is important to evaluate this section from many perspectives within the organization.

Because of the range in customer needs and flexibilities in USA Staffing system, there may be times where the system allows for functionality, but your business process does not. Examples may include the processing of late applications, HR staff modifying Announcement or Assessment questionnaires.

Hiring Policy Questions to Consider:

- ☐ Will you announce Delegated Examining and Merit promotion positions together or separately?
- ☐ What is your policy on applications that are mailed or hand-delivered?
- ☐ Will HR staff be able to modify questions?
- ☐ Who will be given permissions to load Position Descriptions?
- ☐ Who will load task and workload templates?
- ☐ How will Requests be handled and/or assigned

SOP - Creating Standardized Announcement Templates

One way USA Staffing promotes consistency and efficiency is through the use of shared, reusable announcement items and templates. We recommend developing an SOP on the process your agency will use to create and use the announcement item library and announcement templates. The USA Staffing Program Office has created examples of announcement templates for your agency to use and modify that are accessible on the USA Staffing Resource Center.

Items can be built into an Announcement library if you need to collect information from applicants but it is not used to rate them for the position. Announcement Numbers must be 27 characters or less and cannot contain spaces. If you don't have a specific format in mind, USA Staffing will auto-generate one for you in the following format: USAJOBS Announcement Type - Vacancy # - Fiscal Year - HR User Initials (Example: DE-12345678-15-JLM).

Data Inserts are useful in populating system data into Announcement templates as well. It is important to note that data will only be added at the time the template is applied. Updates to data in the system later (such as a closing date) will NOT update the data in the Announcement Text section of the announcement without reapplying the template entirely.

Announcement Template Questions to Consider:

- ☐ Which hiring authorities do you use (e.g., Delegated Examining, Merit Promotion, Excepted Service)?
- ☐ What are the mission-critical occupations that you announce multiple times throughout the year?
- ☐ Who will have primary responsibility for creating and modifying announcement templates?
- ☐ Will announcement templates be available to all of your offices?
- ☐ What steps will you take to ensure your agency's templates meet Hiring Reform guidelines?
- ☐ Which data inserts will be included in the Announcement templates.

SOP – Eligibilities

USA Staffing allows specialists to easily include questions to assess applicants' eligibilities. Eligibilities are defined as the questions that address the standard and/or custom hiring eligibilities applicants are considered for during the referral process. By enabling these when creating a vacancy, the system will automatically place a corresponding question into the application. Applicants view the eligibility questions as Yes/No questions in the online application and the HR Specialist will then be able to adjudicate and/or pull ranking lists based on them. Questions for most standard eligibilities are available in the eligibility library and should be used to ensure consistency across the agency. In instances where an agency requires an eligibility question that is not included in the library, the project manager may create a custom question and add it to the library. This is the only case where a custom eligibility question should be created in USA Staffing. Your Account Manager is able to provide recommended language, if needed.

Eligibility Questions to Consider

- ☐ Who can create custom Eligibility questions?
- ☐ What additional Eligibility questions does your agency need to add to the system?
- ☐ What impacts do Eligibility questions have on reports?
- ☐ What questions will be mandatory and which ones are optional?

SOP - Creating Competency Network Library & Assessment Package Templates

Another way USA Staffing promotes consistency and efficiency is through the use of shared, reusable assessment package templates and a competency network library. Competency Networks are the collection of job analysis and assessment data for a position or group of positions. Because they can be organized in multiple ways (i.e. by PD, by series etc.) we recommend developing an SOP on the process your agency will use. Some agencies prefer to have a central library of assessments created by an assessment team rather than having assessments created by individual HR users to manage the quality of what is available to re-use for future announcements. Please refer to Appendix C for more questions to consider around Assessments.

Assessment Questions to Consider

- ☐ What is your assessment strategy?
- ☐ What are the mission-critical occupations that you announce multiple times throughout the year?
- ☐ Who will have primary responsibility for creating and modifying assessment templates?
- ☐ What steps will you take to ensure your agency's templates meet Hiring Reform guidelines?
- ☐ Will assessment templates be available to all of your offices?

SOP - Reviewing Applicants and Creating Referral Lists

USA Staffing makes the evaluation of candidates more manageable for agency HR staff, as it automatically rates and ranks candidates based on their respective scores on the assessment questionnaires and/or other assessment tools. Through USA Staffing, HR Specialists will find it easier to handle large applicant pools while still maintaining strict compliance with all regulatory requirements.

USA Staffing is fully integrated with USAJOBS therefore applicants apply through their USAJOBS account. Through USAJOBS they also receive status updates and can maintain all their documents.

Referral Questions to Consider

- ☐ What steps will you take to conduct a quality review of applicants? Will you review all applicants, or only those within reach?
- ☐ What is your policy for handling score inflation? Name Requests?
- ☐ Will your users be permitted to override applicant scores?
- ☐ Will applicants be required to submit all supporting documents at the time of application?
- ☐ Will you adjudicate veterans' preference before issuing certificates?

SOP - Notifications

Notification templates can be used to streamline and maintain consistent language for all applicant or new hire correspondence. Hiring Reform encourages applicants receive notifications from USAJOBS at four phases of the hiring process:

- Application (Acknowledgement letter)
- Rating (Notice of Results)
- Referred/Not referred (Notification letter)
- Selected/Not selected (Disposition letter)

These notifications are created in USA Staffing and linked to the applicant's USAJOBS account. By clicking on the More Information link in their USAJOBS application status list, applicants receive detailed information about their application package. Applicant notifications created in USA Staffing can be sent electronically to the applicants' email addresses. Notification templates are created at the office level, and may be modified by the HR user, depending on the needs of the Staffing Specialist. Your Account Manager is available to help you craft the language most appropriate for your agency.

Notification Questions to Consider

- ☐ Do you want to automatically send application received notifications upon an electronic submission of an online application?
- ☐ Would you like to provide custom text instructions to an applicant that will be displayed following the submission of an online application?
- ☐ Do you intend to send all 4 mandatory touch point notifications to applicants or do you wish to combine the notice of results and the notice of referral into one notification?
- ☐ Would you like to send all touch point notifications with one template or tailor notifications to the specific needs of an individual or group of applicants?
- ☐ Who in your organization will be responsible for creating and managing your agency's notification templates?
- ☐ What email box will be used for receiving electronic bounce-backs? Will you mail notifications to those applicants whose electronic copies bounce back?

SOP - Onboarding

Onboarding/New Hire functionality is a part of USA Staffing capabilities and available for you to use at any time. Automating the onboarding process allows selectees to fill out a "turbo tax" style questionnaire instead of spending their first day buried under paper. It provides a streamlined process and includes flexibilities to accommodate unique office needs. Many agencies find incredible time saving capabilities having this engagement so early in the process.

The system can also communicate with eOPF and we provide a certification guide in order to set up the necessary steps with EHRI. You will also want to identify requirements and forms that your new hires will need as part of the onboarding process. There are numerous standard government wide forms (including state tax forms) that have already been created and can be populated quickly. Those that are agency specific will need to go through a process of automating which our team will help you with. More information on Onboarding Implementation can be found in the Onboarding Implementation Guide located on the USA Staffing Resource Center.

Onboarding Questions to Consider

- ☐ How will automating the onboarding process impact your current business processes?
- ☐ What additional stakeholders will you need to include in your agency?
- ☐ Who from your office will be overseeing access and administration of New Hire functionality?
- ☐ Does your organization currently utilize the OPM eOPF system?
- ☐ Which forms will your agency need access to?
- ☐ What form workflows do you want for each form?
- ☐ What form permission category do you want to use for each form

SOP – Reporting

We know reporting is essential to federal HR today, therefore USA Staffing offers a multi-layer approach to address a range of your agency's reporting needs. USA Staffing uses the IBM Cognos® Business Intelligence Tool for all reporting requirements and provides its Report Author features to customer agencies at no extra charge. Agencies will need to decide what reports are important to their business processes as well as who will have the ability to run these reports.

Reporting Questions to Consider

- [ ] Who will have access to reporting capabilities in the system?
- [ ] What are the most important reports to your HR staff and executive leadership team?
- [ ] Will you create a reports team as part of your USA Staffing implementation?
- [ ] Who will have Cognos vs. standard Reporting access?
- [ ] What reports need to be pulled on a consistent basis and who will pull/send them?

Step 4: Develop/ Refine your Assessment Strategy

Assessments, also called assessment tools, are a critical component of any automated staffing system. They are used to screen, rate, rank and refer applicants. In a hiring context, the term "assessment" refers to any method of collecting information on individuals for the purpose of making a selection decision. Agencies using USA Staffing are responsible for developing their own assessments (or partnering with either OPM or a third-party vendor) to develop content.

A key success factor for USA Staffing implementation is to have an assessment strategy. Development of the assessment strategy should take place early in the implementation process and include both long and short-term approaches for building and managing libraries. This will help ensure that individual USA Staffing users have assessments or assessment templates ready to use once the system goes live, particularly for high-volume and mission-critical positions.

Elements of the strategy will depend on the assessments being used but should include:

- A management plan that outlines priorities and timelines
- An owner (person or group) who has expert knowledge of assessment principles and employment law and who has ultimate responsibility for the quality of the assessment process
- A team of experienced assessment and/or HR professionals to develop the assessments and coach others in the process
- Business processes and standard operating procedures surrounding various aspects of assessment development, implementation, oversight, and use

There are many factors when selecting or developing an assessment tool and an overall selection strategy. The appropriate assessment(s) depends on variables such as the number and level of vacant positions, the applicant pool, and the anticipated number of applicants based on recent experience when announcing similar positions.

Other key factors that should be considered in selecting or developing an assessment strategy include:

- Critical competencies to be assessed.
- Number of positions to be filled in relation to the number of applicants anticipated.
- Reliability and validity evidence associated with the assessment tool.
- Potential for adverse impact against race, gender, national origin, or other subgroups in the applicant population.
- Cost, time, and expertise needed to develop the assessment tool.

- Cost and feasibility of implementing the tool.
- Costs or consequences of a bad hiring decision.
- Acceptability of assessment process and tools to applicants.

Identifying the most appropriate assessment tool requires careful consideration of the costs and benefits associated with each option in relation to the needs and priorities of the user. An organization may use one or multiple assessments (i.e., combined or in succession) as part of an overall assessment strategy for a given position. Your Account Manager is available to facilitate discussions between your agency and OPM's Personnel Research Psychologists to help determine the best assessment strategy based on your needs and priorities.

Strengths

- Low development costs
- Ease with which they can be administered to large volumes of applicants
- Range of competencies that can be assessed
- Applicant acceptance (typically not associated with adverse impact or legal challenges)
- Speed with which positions can be filled

Challenges

- Low validity
- Response distortion
- Adequate enagement from SME's neded
- Applicant apathy

Training and Experience Based Questionnaires

The most commonly used assessment in USA Staffing is a training-and-experience (T&E)-based questionnaire, referred to here as an assessment questionnaire. Assessment questionnaires are designed to systematically assess applicants' previous job-related experience, education, and training using closed-ended (e.g., multiple choice) questions scored by the system. More specifically, the goal of the assessment questionnaire is to establish an initial candidate review process that screens out those without appropriate training, education, experience, or other requirements to be minimally qualified to perform the duties of the job.

Questions are designed to cover basic entry qualifications and conditions of employment related to the position. In addition, competency- and task-based items are developed to allow candidates to identify their relevant training and experience related to critical selection competencies. Questions are based on critical job requirements and competencies identified through a job analysis.

Although USA Staffing customers have tended to rely on assessment questionnaires, OPM encourages agencies to consider a wide variety of assessment options as part of a strategic hiring process. In addition to assessment questionnaires, the USA Staffing system can support numerous proctored and unproctored assessment methods delivered independently or as part of a multiple-hurdles assessment approach.

Alternative assessment methods may have a particularly high return on investment when recruiting for entry level positions which skills can be learned, mission critical positions where recruitment is high stakes and high frequency, and/or for non-technical/less specialized positions for which the general competencies required for the position (e.g., reasoning and writing) are as critical or more critical than technical competencies that may have been learned through special professional training and experience (e.g., engineering or accounting)

An agency also may want to consider an alternative assessment method when:

- Managers are dissatisfied with the quality of applicants being referred
- Large volumes of applicants are anticipated relative to the number of positions being filled
- Large numbers of employees will be hired into a given position in the coming months or years.

USA Hire: Transforming Government One Hire at a Time

USA Hire is one example of an alternative assessment method which provides Federal agencies with high quality, cutting edge assessments designed to help agencies hire the best by incorporating modern technology like computer adaptive questions into the process. Administration is an on-line, unproctored environment, allowing applicants the flexibility to complete role play type assessments from any location and at a time convenient for them.

What USA Hire Assessments Are Available?

The full ***USA Hire Competency Based Assessment Suite*** currently covers 76 occupational series, including Accountant, Contract Specialist, HR Specialist, IT Specialist, Pathways, and more. The assessment battery for each occupation includes some combination of the following tests:

- Computer adaptive occupational interaction
- Reading
- Reasoning
- Mathematical Reasoning
- Situational Judgment Assessments

The USA Hire Resource Center provides a more comprehensive document with detailed descriptions of USA Hire's capabilities as well as more information on common types of assessments and sample items. Additional Assessment Related Resources include:

- Preloaded data within the assessments library from HR Manager, which includes extensive occupational analysis information collected by OPM I/O Psychologists over the last 15 years.
- Just in time information and training videos related to hiring reform initiatives.
- OPM's interactive Assessment Decision Tool which provides agencies with customized assessment information and suggestions based on specific hiring needs. https://www.opm.gov/policy-data-oversight/assessment-and-selection

In summary, quality assessment tools and strategies provide an increased ability to select employees who will be successful on the job. Particularly for agencies that have high volumes of applicants and fill large numbers of positions, the additional up-front time and costs associated with mapping out efficient and effective strategies are likely to have a high return on investment in the intermediate and long term. For more information on Assessments please see Appendix C.

Step 5: Assess Your IT Needs

Evaluating your IT needs and requirements prior to implementation allows your agency sufficient time to make any needed adjustments. We recommend your evaluation include:

- Analysis of system network connectivity. USA Staffing is accessed through a secure Internet connection
- Accommodations for teleworkers. Users may access USA Staffing from their homes or other remote locations only if they can connect through a Virtual Private Network (VPN).
- Ensuring the computers of USA Staffing users have compatible browsers. USA Staffing uses features that are not supported by older browsers. All system users including Human Resources users and Hiring Manager users will need to access the system from a supported browser (applicants and selectees must meet USAJOBS browser requirements). USA Staffing requires HTML5 compatible browsers:
    - Internet Explorer 9+ (latest is recommended)
    - Firefox (latest)

- o Chrome (latest)
- o Safari for Mac and iOS only. Safari for Windows is not supported.

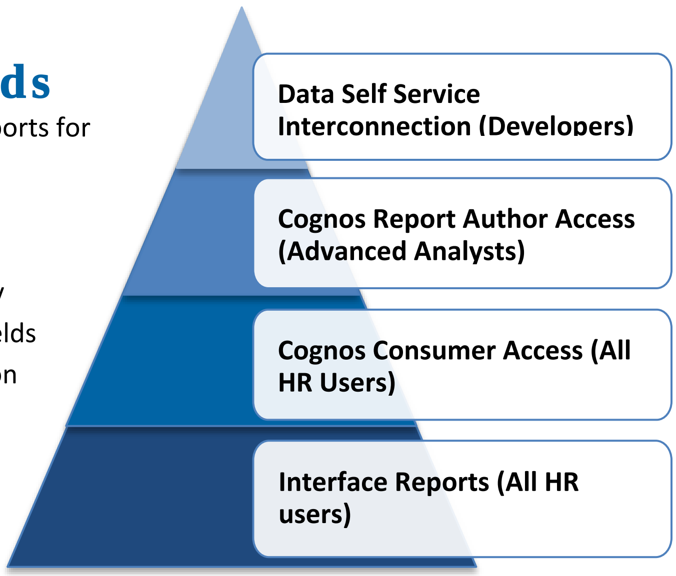
Please note: Firefox browsers are not able to support PIV smartcard login from the web interface. You may want to consider a different browser if you anticipate that your users will want to use their PIV smartcard credentials for system authentication.

- ✓ Ensuring the computers of USA Staffing users have the latest version of Adobe Reader or a similar pdf viewing application.
- ✓ Ensuring the computer settings are optimal for USA Staffing use:
  - o Allowing pop-ups from any Web address that ends in opm.gov and usastaffing.gov. USA Staffing uses popup windows for some features including reports and applicant materials
  - o Adding https://usastaffing.gov to list of trusted sites
  - o Ensuring the browser security setting is Medium (recommended)

***TIP**: Some USA Staffing customers experience slow system performance due to lack of local network capacity, especially during the middle of the day. An office with low bandwidth can perceive that USA Staffing is performing slowly, when in reality, there is not enough local network capacity to carry their data out to the Internet so USA Staffing's Web servers can receive the data and respond promptly. This circumstance frustrates new users and hiring officials and can erode their confidence in USA Staffing. Sometimes the lack of bandwidth is not known until the new users are in training or trying to use USA Staffing for the first time. If network bandwidth is an issue at your agency, please notify your Account Manager as soon as possible. We can work with your IT department to identify potential bandwidth issues and recommend improvements that your IT department can implement internally to improve your agency system performance.*

Step 6: Assess your Reporting Needs

The USA Staffing user interface delivers context sensitive, real-time reports for immediate use by HR users within the normal workflow of the system.



Users with report consumer access can access the standard reports in Cognos created by the USA Staffing Program Office or customer agency report authors. These reports can be scheduled and contain defined fields that are easily manipulated and exportable in multiple formats based on the specific need. A limited number of advanced analysts can also access the report author studio in Cognos to create custom reports. Agency report authors can create reports and queries through the Cognos report author studio to meet agency-specific reporting needs. Cognos report authors can share report templates and results with other Cognos users.

Data Dictionary

The Data Self Service (DSS) Interconnection allows a developer in the customer agency to create one-way USA Staffing data pulls on demand via web service in a format and timeframe of their choosing. Agency developers can access the data self-service to design and refine custom data transfers from USA Staffing to agency reporting systems or other applications. We provide a data dictionary that defines all of the data elements available for query grouped by their data domain on our Resource Center.

Applicant Flow Data Reporting

USA Staffing combines USAJOBS job seeker demographic data with data from several key milestones in the hiring process (application, qualification, referral and selection) to provide Applicant Flow Data (AFD). AFD allows agencies to analyze hiring process success rates by race, Hispanic ethnicity, gender, and disability. The data files allow agencies to identify barriers and best practices at each stage of the hiring process: application, qualification, referral, and selection. AFD does not include any Personally Identifiable Information (PII), nor is it visible or accessible to traditional USA Staffing users, such as HR Specialists and Hiring Managers. Designated AFD users can access this data at the Organizational level via the IBM Cognos® business intelligence tool and must complete and adhere to an additional Memorandum of Understanding prior to accessing this sensitive, but anonymous data.

Establish an eOPF Interconnection

USA Staffing HR users are able to electronically transmit forms to eOPF if the required interconnection is setup. Your Account Manager will work with you on the eOPF Interconnection Setup SOP that is available for your reference on the USA Staffing Resource Center. This document outlines the process for preparing, testing, certifying, and gaining approval to activate the eOPF interconnection for any customer utilizing USA Staffing's onboarding capabilities and eOPF and how to establish an interconnection between the USA Staffing and the OPM Enterprise Human Resources Integration (EHRI) electronic Official Personnel Folder (eOPF) system.

Other Interconnection Options

Request Processing Interconnection

- Allows an agency workforce tracking system to send requests for recruitment actions to USA Staffing
- Provides regular statuses back to the workforce tracking system as recruitment actions are processed and hires are made
- Provides enough information to facilitate the use of Data Self Service for additional details on the recruitment effort

Data Self Service

- Enables the automated collection of transactional staffing data through web services Application Programming Interface (API)
- Data is extracted from USA Staffing's Cognos reporting tool on demand
- Agency maintains complete control over what data is pulled and the schedule timeframes for that extraction

Step 7: Assess Training Needs

Each agency will develop a different training plan based on the size and experience of their users. Resources are provided by the USA Staffing Program Office and Staff Acquisition groups to help tailor this process for your organization. This includes **training modules** broken up by section of the system as well as vignettes to help your users become familiar with specific functionality. They can be viewed on the USA Staffing Resource Center.

The USA Staffing **online training modules** are not intended to teach participants Federal staffing procedures or how to develop quality assessments. USA Staffing allows HR users many flexibilities in collecting, evaluating, ranking, and certifying applicants. Without the wider context of the Federal staffing process, a participant in the USA Staffing online training modules is not equipped to understand the implications of making one choice over another when completing their work in the system.

- Define Training needs for specific stakeholder groups
- Create any needed Job Aids for Users
- Implement your training regimen with your system users using a combination of online training modules, online help content, and your agency's updated business processes.

<u>TIP</u>: Your agency may want to consider implementing USA Staffing in multiple phases if it will be a major change to the organization, if you anticipate resistance from a key stakeholder group, or if not all employees will be able to begin using the system at the same time. We strongly recommend users access the Stage environment immediately following the online training for a sustained amount of time. We have found that a multi-phased approach works well to establish templates, develop SOPs, and build buy-in for changing business processes before the entire organization begins using the Production system.

Additional Resources

During the transition period to USA Staffing we know you and your users will have a lot of questions about how to use the system and how to apply agency-specific business processes. There are numerous help avenues provided by USA Staffing for your agency's users.

We have found agencies that are most successful at implementing USA Staffing have an SOP in place for escalating user questions. Typically, the escalation pattern is:

Reference the online help system → Reference agency-specific SOPs or how-to guides → Ask for help from another user in your office, preferably your Office Administrator → Submit a Help Desk ticket

Some agencies have chosen to limit the number of users who access the Help Desk to only Super Users or Office Administrators. We have found the majority of user questions are most quickly answered by addressing the agency SOP, the online help system, or their Office Administrator.

Depending on the size of your user base, your agency may want to share Help Desk responsibility with OPM. Your agency may choose to create a Tier I Help Desk to address "how to" questions, and refer only Tier II Help Desk questions regarding system performance to the USA Staffing Program Office via Footprints.

USA Staffing Resource Center

The USA Staffing Resource Center provides information about USA Staffing for your system users and implementation team and is updated regularly, and includes:

- ✓ Event Calendars – Lists upcoming events your agency should be aware of
- ✓ Advisory Board Meeting Materials – Slides from previous Advisory Board Meetings
- ✓ Product Summary and Release Plan
- ✓ Transition Resources – Materials to assist your agency with implementing USA Staffing
- ✓ Vignettes – Videos, slides and notes to be used by your agency to familiarize yourself with functionality and assist in making business process decisions about your agency's use of new features
- ✓ System Update Notes – Enhancement and Release Notes to inform users of recent enhancements to the system and include detailed instructions and pictures of system changes
- ✓ Additional USA Staffing Resources – This section contains links to other useful resource pages that may be needed for implementation

Online Help Feature

The USA Staffing's online help feature is available 24 hours a day, 7 days a week for all users. The online help icon is available on every screen in USA Staffing and is designated as a question mark located in the upper right hand corner of each screen and can be accessed by selecting Review Online Help. The help text is context sensitive and provides both text and screenshots to help users understand system functionality. Content is updated with each system release.

Help Desk Support

Users can submit tickets to the USA Staffing Help Desk via the system to receive technical support and guidance. Our Help Desk is powered by FootPrints and is fully integrated into the USA Staffing system. Users receive automatic email acknowledgement of Help Desk tickets as soon as the tickets are created. Our Help Desk staff responds during business hours through email or on the phone to provide solutions. To access the USA Staffing Help Desk via FootPrints, users will need to have a USA Staffing user ID and password. Tickets are submitted by clicking on the question mark located in the upper right hand corner of each screen and selecting Submit a Help Ticket. The ticket will prefill information based on the user and the area of the system the user is in when they select Submit a Help Ticket.

Webinars

The USA Staffing Program Office offers free webinars on a variety of topics. OPM USA Staffing experts facilitate webinars that provide in depth guidance on system functionality and provide ample time for discussion and questions. We recommend including webinars as part of your communications strategy with your users. Please work with your Account Manager to determine the time and topics that best meet your needs.

Coaching

Often, agencies choose to supplement user training by providing advanced, in-house coaching focused on applying agency unique business processes to USA Staffing. Your agency can contract with the OPM Staff Acquisition Branch to provide virtual and/or onsite coaching from expert USA Staffing users as well as OPM Personnel Research Psychologists for assessment related support. Coaching includes practical, real-world guidance and support for your agency's users as they start implementing USA Staffing. Our customers have found offering a set number of coaching hours helps reduce anxiety and increase buy-in for changing the office business practices. Coaching also expedites the implementation timeline as your HR Specialists quickly become comfortable using the new technology. Coaching hours are priced separately from the USA Staffing license price.

Additional Training

OPM's Staff Acquisition Branch has a portfolio of ready-to-deliver curricula that will teach your staff best practices in staff acquisition. Our HR professionals and personnel psychologists are highly skilled instructors. Sessions range from half-day workshops to one-week courses and can be provided remotely or onsite. They can rapidly develop new sessions or modify existing sessions to meet your particular needs. For a full list of courses offered by the Staff Acquisition Branch, please consult your Account Manager.

Step 8: Continue to Engage

The USA Staffing Program Office understands the enduring need for automated staffing technology. We are committed to long-term partnerships with our customer agencies, and appreciate that you have chosen USA Staffing to meet your federal hiring needs. We understand each agency has unique business processes and challenges that will impact the strategy you choose to implement and use the system over time. We trust this Implementation Guide will serve as a starting point for your internal discussions but hope that the conversations continue throughout your use of the system. Identifying best practices, refining assessment strategies and pulling the right data for reports are all examples of areas to continually work on. We welcome participation in our Advisory Board and ad hoc workgroups to ensure your agency is continually informed on the latest federal HR information.

In conclusion, we would like to share several success factors that we have observed over 40 years of implementing automated solutions to federal agencies. We recommend keeping these and their relevant challenges in mind as you customize your implementation strategy - to increase the likelihood of success of your organization.

- ✓ **Continue meeting with your Account Manager.** Your Account Manager is available throughout your partnership with USA Staffing and is a valuable resource in helping your agency meet hiring reform guidelines and improve your agency hiring processes

- ✓ **Attend Advisory Board meetings.** The USA Staffing Advisory Board is your chance to make a mark on Federal hiring. Each USA Staffing agency has one representative on the USA Staffing Advisory Board. During meetings, Federal HR leaders come together to shape ideas, compare notes, and discuss hiring reform. Participation on the board gives you a direct impact on Federal hiring, as well as access to leading subject matter experts in the field. The USA Staffing Advisory Board meets regularly throughout the year to discuss the enhancement schedule, prioritize new features, and brainstorm creative solutions. The Advisory Board also receives previews of new interface designs and new functionality targeted for one of the software upgrades. Members can also network with each other and share tips and ideas on how to best use USA Staffing

- ✓ **Regularly update your SOPs.** Completing USA Staffing implementation represents the closure of Phase I of the partnership with USA Staffing. Phase II, ongoing support, requires regular communication and evaluation to ensure lasting success. As Federal hiring guidelines and agency policies change, USA Staffing is dedicated to providing system enhancements to help you meet your requirements. We recommend creating a recurring update schedule to ensure your SOPs reflect the most current processes used by your agency, taking into account applicable USA Staffing system enhancements

- ✓ **Ensure Office Administrator(s) keep abreast of system changes.** Office Administrators should continuously update announcement templates, ensure system configurations are accurate, and keep standard users informed. Office Administrators should ensure inactive users and hiring official accounts are deleted (if they are no longer needed) on a regular basis.

- ✓ **Continue providing regular communication to your stakeholders.**
  Communication is the #1 KEY to success!!

Success Factors	Challenges
• Strong implementation planning & coordination from agency Implementation Team • Regular Communications to all stakeholders • Centralized training coordination • Development of a quality assessment strategy • Beginning with a phased implementation of USA Staffing and applying lessons learned • Close collaboration between the agency Implementation Team & the USA Staffing Program Office to continually improve the implementation process	• Lack of sufficient staffing workload to sustain learning the new process of using USA Staffing • Lack of an assessment development strategy and measurement expertise • Lack of communication/coordination with stakeholder groups within the agency (e.g., system users, Hiring Officials, senior leadership, union representatives, and applicants) • Suboptimal information technology (IT) infrastructure at agency locations • High rate of HR users with a lack of Federal staffing knowledge/experience

Helpful Links

- USA Staffing Resource Center: https://go.usa.gov/xVe8P
- USA Staffing Production url: https:// usastaffing.gov
- USA Staffing Stage url: https:// stage.usastaffing.gov
- eOPF Test Environment: https://qeopf.opm.gov/qa_eod/
- USAJOBS Test url: https://www.uat.usajobs.gov
- USAJOBS Production url: https://www.usajobs.gov/
- USA Staffing Online Course Portal at: https://usastaffing.golearnportal.org/portal.php

Appendix A - Stakeholder Analysis

Below are some questions to help you develop a stakeholder analysis.

- What are the goals of the communications strategy?
- What information do you want to convey to each stakeholder group about implementing USA Staffing?
- Who is the executive-level champion for this project?
- What groups, individuals, and organizations are impacted by the transition to USA Staffing?
- Which stakeholder groups need to approve the implementation?
- Who should represent and/or speak for each stakeholder group?
- What does each stakeholder group need to know about the transition?
- What motivations and interests are impacted by the transition to USA Staffing?
- What types of communication tools (e.g., web sites, emails, town hall meetings, and flyers) are appropriate or effective for each group?
- What communications capacity does your group have internally? Does your agency have a communications department you can leverage? Can you use outside support to help with this effort?
- Have you completed similar communication efforts in the past? What approaches were effective? What lessons can you apply from past experience?
- What is your timeline for implementation? When will the first posting be announced? If transitioning from a previous automated tool, when will you discontinue work in there?
- Who should communicate this information? When and how will they do this?
- How will you evaluate your efforts?

Sample template:

Name of Stakeholder/ Group	Department	Needs	Can help by…	Can hinder by…	Communication Tools

Appendix B - Decisions for your Agency

Part of your role in USA Staffing may be making decisions that have implications at the Organization, Office or even agency wide. Please consult with your Account Manager on which decisions may apply to you. Examples include (but are not limited) to the following areas:

Decision Point	Areas of the System	Your Agency's Approach
Naming Conventions: areas of the system where you can create a streamlined approach to names	Request Numbers Announcement Number Assessment Questionnaires External Contacts Customers	
Case File/Archiving Approach: Review your policy for retaining these materials	Determine what information needs to be stored in the electronic case file in USA Staffing (e.g., Position Description, SF-52, system-generated Vacancy Identification Number, customer communications) and if you also need to keep a paper copy.	
General contacts: Created in Administration	They can be assigned as the points of contact for announcements posted to USAJOBS and onboarding related questions or issues.	
Requests: How will users utilize Request? How will assignments of Requests be handled?	(1) HR users will enter requests directly in USA Staffing based on Hiring Manager needs determined outside of the system. (2) Hiring Manager Users will generate requests directly in USA Staffing and submit the requests to HR users to approve. (3) Requests will be sent electronically to USA Staffing from another system through a Request Processing Interconnection.	
PD Library: Who will populate this information/have permissions to?	Currently the PD library captures basic information including a PD reference number, title, pay plan, series, and grade for a PD. (In the long term, job analysis and classification capabilities will allow you to manage the process of building PD's all within USA Staffing)	
Eligibility Library: Who will populate this information/have permissions to?	USA Staffing has recommended language for 14 standard government-wide eligibilities. These can be added automatically at the time an office is created. You can add additional eligibilities, or update the language in the pre-populated standard eligibilities if you desire.	

	Eligibilities are limited to yes/no responses and will require an HR user to verify an applicant's claim during the applicant review/referral/selection process. Eligibilities are most commonly utilized if a claim by an applicant needs to be verified and adjudicated by an HR user prior to certification of the applicant.	
Assessment Library/ Competency Network:	The reuse of Competencies, Items, and Templates should provide a rich set of data that will enable you to refine your assessment process to find the highest qualified set of candidates in the future. Assessment Items can be linked to competencies as part of a competency network or within an Assessment Package Template if they are to be used as screen outs, determine minimum qualifications, or be otherwise rated by an assessment.	
Reviews: When will Review be utilized in your office?	HR users can send a review of the announcement text and/ or the announcement questionnaire to a Hiring Manager prior to releasing to USAJOBS. HR users can send a review of one or more hiring certificates to a Hiring Manager following the certification of submitted applications.	
Onboarding/New Hire Decisions: Will your agency utilize the New Hire/Onboarding capabilities within USA Staffing?	Which government-wide and agency specific forms will be used for onboarding your agency's new hires? What documents will new hires be asked to upload as part of the onboarding process? Which forms will be transmitted to eOPF? Where will they be placed in eOPF? Create tasks to be completed by the new hire and/or agency related to reviewing forms and uploading documents. What non-automated tasks such as drug tests, medical exams, background investigations, and training need to be completed by the new hire or agency in order to officially onboard a new hire? What order and timeframe should those tasks be completed?	
Permissions	Who will oversee permissions?	

Appendix C - Assessment Development Questions

Considerations in Developing an Assessment Strategy
Organizations using quality assessments are better able to hire individuals with the competencies and skills they seek and to ensure that time spent by both applicants and agency personnel adds value to the decision-making process. Additionally, selection errors can have serious financial and other business impacts on organizations. The consequences of even a single selection error can create problems for an entire work unit, and some selection errors can have organization-wide consequences such as customer service complaints, poor work quality, or damage to the reputation of the agency.

Quality assessments also benefit employees to the extent that they are matched to jobs for which they are well-suited. In addition, using carefully developed assessment tools often results in more favorable applicant reactions to the selection process. Such perceptions have lasting consequences for the agency, including promoting a positive image of the organization, increasing the likelihood of the applicant accepting a job offer, increasing the number of job referrals, and reducing the risk of legal challenges and complaints.

When developing the assessment strategy your agency will use in USA Staffing, we recommend considering the following types of questions:

- Will you use assessment questionnaires and/or other assessment options? Are there particular positions for which other assessment options may have a higher return on investment?
- How might you be able to utilize a multiple-hurdles assessment strategy (e.g., combining an assessment questionnaire with a structured interview or written demonstration) to maximize hiring outcomes?
- Who will create the assessments for your agency?
- Do you have in-house expertise to develop the questionnaires and/or other assessments? Do you want to centralize assessment questionnaire development?
- How are you going to maintain consistency and quality in your assessments?
- Do you want to contract with OPM or another group to create the assessments?
- To what extent will you utilize assessment templates?
- Will assessments be available across offices?
- How can you best coordinate with your SMEs to conduct job analysis and carry out assessment questionnaire development as part of the workforce planning phase?
- Will you work with SMEs to develop customized rating scales?
- Do you want to keep applicants from being able to edit assessment responses after they submit an online application?
- Do you want to force an applicant to respond to all questions marked as required before they are allowed to submit an online application?
- Do you want to ensure that all questions are marked as required for an application?
- Will you use warning/verification statements for applicants to discourage score inflation?
- Will you use eligibilities to distinguish different types of applicants?
- What will be your methodology for scoring the assessment questionnaires (e.g., task-based scoring, KSA-based scoring, weighting of items and factors)?

- How will scores be weighted when using a multiple assessment approach?
- How will you evaluate how well your assessments are working in order to make adjustments as needed?
- Does your agency have delegated authority to administer the Administrative Careers with America (ACWA) exam? (If yes, the USA Staffing Program Office will import the appropriate ACWA exams into USA Staffing for your agency's use.

Helpful hints to make the most out of Assessment Questionnaires:

- ✓ Start the assessment development process during the workforce planning stage (i.e., prior to the start of OPM's 80-day hiring process)
- ✓ Use only up-to-date and high-quality job analysis information as a starting point for questionnaire development
- ✓ Implement business processes that promote quality assessments and accountability, including:
    - Establishing clear standards of quality based on assessment/measurement legal guidelines, standards, and principles
    - Training HR professionals and subject matter experts (SMEs) in good assessment and item writing practices
    - Assigning experienced questionnaire developers to the development and review of assessment questionnaire templates
    - Arranging for SME involvement in the development and review of all assessment questionnaires
- ✓ Develop procedures related to documentation, storage, and retrieval of assessments, taking advantage of the USA Staffing assessment library capabilities
- ✓ Have a process for requesting, developing and implementing new templates
- ✓ Incorporate a verification process whereby qualifications of referred applicants are verified by trained HR professionals based on a manual review of their supporting documents and/or other independent sources
- ✓ Evaluate the questionnaires to ensure they are making meaningful distinctions among applicants and that their use is resulting in quality hires

For additional help with Assessments check out OPM's Assessment and Evaluation page https://www.opm.gov/services-for-agencies/assessment-evaluation/

Appendix D - Alternative Application Questions

- Determine who applicants will contact to request an alternative application process.

- Consider who may apply via an alternative application process – this process should only be used for applicants that are unable to apply online and as a last resort. Applying online, through their USAJOBS account will expedite the application process and allow applicants to check their application status as well as verify the documentation submitted with your application. If they utilize the Alternate Application method, their USAJOBS account will not display this application and they will not receive status updates.

- Be sure to include instructions in announcement templates.

- Develop operating procedures to receive and upload custom forms and supporting documents.

- The Alternate Application phone line is available Monday through Friday from 8:00am until 6:00pm Eastern Time, excluding Federal holidays.