
Approved for Release

Date

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

HUMAN RESOURCES (HR) BULLETIN #246, FY20

SUBJECT: End-to-End (E2E) Hiring Model and Reporting

EFFECTIVE DATE: Upon release of this HR Bulletin

EXPIRATION DATE: Effective until cancelled or superseded

SUPERSEDES: HR Bulletin #159, FY12, dated August 21, 2012

REVISIONS: This bulletin updates the reporting requirements for Fiscal Year (FY) 2020, Quarter 1 (Q1), and beyond, to reflect the “Updated Instructions for Reporting Annual Time-to-Hire (T2H) December 2019” guidance released by the Office of Personnel Management (OPM) on February 25, 2020. The new T2H instructions have been changed to account for ALL hires. Servicing Human Resource Offices (SHROs) should report T2H data for ALL hires using the revised templates included in this bulletin.

BACKGROUND: In the memorandum, “Improving the Federal Recruitment and Hiring Process,” dated May 11, 2010, then-President Obama directed Federal agencies to measure the quality and speed of the hiring process. To support this requirement and ensure consistency throughout Federal agencies, OPM worked closely with the Chief Human Capital Officers Council to develop guidelines for measuring and reporting T2H information. As a result of this initiative, OPM suggested that agencies use an 80-day standard End to End (E2E) hiring model.

As part of OPM’s statutory role, information is collected from agencies to respond to inquiries from Congressional committees and leverage this information as part of central oversight and evidence-based strategic human capital policy functions. While the Department of Commerce (the Department, Commerce) will report T2H results to OPM on an annual basis, quarterly data will continue to be requested from SHROs to be able to analyze results quarterly in other internal Departmental reports (e.g. HRstat), to inform PHRMs, and to help drive strategic decision-making and process improvements.

COVERAGE: This bulletin applies to ALL hires made, including but not limited to Delegated Examining (DE) hires, all merit promotion and external hires, all hires where a Job Opportunity Announcement (JOA) was posted on USAJOBS, all hires from shared certificates, all Direct

Hires, all non-title 5 hires, and all hires using any other hiring flexibilities or authority. Volunteers are not considered hires.

PURPOSE: This bulletin updates Department-wide guidance for SHROs by documenting instructions on how to report quarterly T2H results and by expanding the types of hires to be recorded, and how they are to be recorded, as part of this process.

To ensure consistency in reporting and gain a more complete picture of agency T2H results, these instructions are being modified to include ALL hires, including those where there was not a requirement to post a JOA on USAJOBS. Agencies should continue to provide quarterly results to the Office of Human Resources Management (OHRM), Office of Human Capital Strategy (OHCS) via the Commerce E2E Hiring Report templates included in this bulletin.

POLICY:

Time-to-Hire Reporting Due Dates and Measurement Requirements

Due Dates: The data provided by SHROs in the templates will represent the previous quarter's data and is due no later than the 15th of the month following the closing of the quarter. The EOD date drives what quarter the hire should be counted within. Due to the timeline along which hiring actions are processed, and to ensure accuracy, this deadline may be extended to allow for successful processing of hiring actions that may occur during the final week of the pay period that closes out the quarter. SHROs that foresee not being able to meet the deadline of the 15th must notify OHRM/OHCS as soon as reasonably possible.

Non-SES/SL/ST Hires Report – SHROs must provide this report to OHRM/OHCS, with a copy to their respective Principal Human Resources Manager (PHRM) by January 15, April 15, July 15, and October 15 of each year, to begin after the issuance of this bulletin.

SES/SL/ST Hires Report – SHROs must provide this report to OHRM/OHCS with a copy to the Director of the Office of Executive Resources (OER) and their respective PHRM by January 15, April 15, July 15, and October 15 of each year, to begin after the issuance of this bulletin.

SHROs are required to submit quarterly T2H data in the templates included in this bulletin to OHRM/OHCS.

Measurement Requirements: SHROs are required to submit T2H information for ALL hires made, including DE hires, all merit promotion and external hires, all hires where a Job Opportunity Announcement was posted on USAJOBS, all hires from shared certificates, all Direct Hires, all non-Title 5 hires, and all hires using any other hiring flexibilities or authorities.

All T2H data are reported in calendar days. T2H is measured using the E2E Hiring Roadmap's 80-Day Hiring Model, which begins with the hiring need validated date. This is the date the need is validated by the hiring manager and generally when a request is submitted to human resources.

Note: The number of calendar days must be counted consecutively from step 1 through step 11, including weekends and holidays, and days in which no activity was performed.

Non-Senior Executive Service, Senior Level, and Scientific/Professional (Non-SES/SL/ST) Hires

The E2E 80-Day Hiring Model for non-SES/SL/ST hires begins “Day 1” when the HR practitioner has the complete 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 is the end date of the E2E 80-Day Hiring Model.

SHROs should report T2H for ALL non-SES/SL/ST hires by using the Non-SES/SL/ST Hiring Template. For the DE and MP hires where a JOA was posted on USAJOBS, provide all requested information on the template as you have reported previously (if there is no time spent on a particular Step, insert a zero (0) for that Step).

For all other hires (not hired off a JOA), you do not need to provide data for Steps 1-11, but are required to provide all other information.

Below are the recommended standards for the average number of calendar days in each step of the E2E 80-day hiring roadmap for DE and MP non-SES/SL/ST hires where a JOA was posted on USAJOBS. Although individual SHRO’s standards may vary, all non-SES/SL/ST hires will be measured against a total 80-day hiring timeline.

Step 1: Days 1–4 (4 days) – 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 JOA.

Step 2: Days 5–6 (2 days) – The draft JOA is reviewed by the hiring manager for approval (confirm job analysis, assessment tool(s), scores for designated quality categories, etc.), and is submitted to the HR practitioner.

Step 3: Days 7–8 (2 days) – HR finalizes JOA and posts it to the OPM USAJOBS website.

Step 4: Days 9–15 (7 days) – Receive applications through the automated hiring system/ USAJOBS, email, or hard copy for those not submitted through the automated hiring system/USAJOBS. HR documents receipt of hard copy applications. Applicants who apply using the automated hiring system/USAJOBS are automatically notified of their application’s status (Application Received). HR provides notification to those who do not use USAJOBS.

Step 5: Days 16–30 (15 days) – HR and/or Subject Matter Expert and/or Panel Members evaluate applications; rank and rate applicants; HR notifies applicants of their status (i.e., Qualified or Not Qualified).

Step 6: Day 31 (1 day) – HR issues certificate(s) of eligibles to the hiring manager, and notifies eligible applicants of their status (i.e., Referred to Hiring Manager or Not Referred).

Step 7: Days 32–50 (19 days) – 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 (3 days) – Tentative job offer and acceptance period.

Step 9: Days 54–63 (10 days) – 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 (2 days) – Official offer and acceptance period. HR notifies remaining eligibles that a selection was made.

Step 11: Days 66–80 (15 days) – Coordination of EOD, or effective date of MAP action. (Day 80 should be the actual EOD date or MAP action date.)

Note: For hiring actions where a JOA was not posted, provide the date the hiring need was validated, the date the tentative offer was accepted, and the EOD date.

SES/SL/ST Hires

The Hiring Model for SES/SL/ST hires begins “Day 1” when notification is received from the Office of Executive Resources (OER) that the request to recruit has been approved (Hiring Need Validated Date) until the EOD date. Individual cases, rather than aggregate data, are to be documented on the SES/SL/ST “End-to-End (E2E) Hiring Model” template.

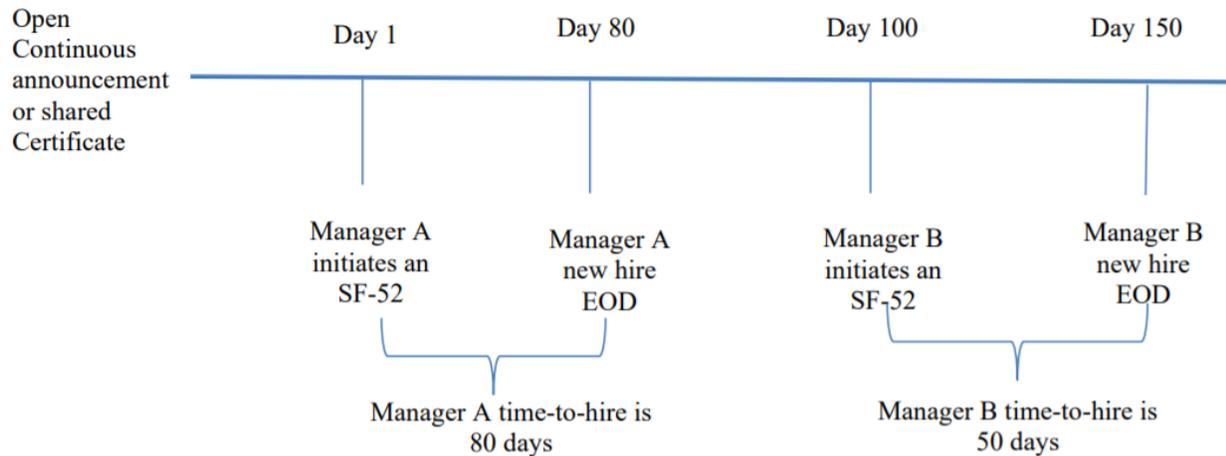
If an Executive Core Qualification (ECQ) case is disapproved by OPM’s Qualifications Review Board and the bureau elects to revise and resubmit the ECQs for a second consideration, both the time from OER’s notification to the bureau that the case failed, and the time to revise and resubmit the ECQs must be tracked because an EOD has not yet been achieved. (These cases will be footnoted separately so that they are not reflected as typical.) Anomalies about individual cases can be reported when E2E quarterly reports are submitted.

Tracking Hiring Actions on Talent Acquisition Systems

Hires are tracked in Talent Acquisition Systems as unique hiring actions or requests (also known as SF-52s or Request for Personnel Actions (RPAs) in some personnel systems. In each hiring action/request scenario, T2H should be measured using the Hiring Need Validated Date for the individual hiring action/request. The following examples demonstrate how T2H should be measured in different hiring action/request scenarios:

Example 1: A hiring action/request to hire one individual by posting an announcement on USAJOBS. The Hiring Need Validated Date for the hiring action/request should be used for the starting point.

Example 2: Open Continuous certificate, multiple hires off a single certificate and shared certificates. When any hiring manager, after the initial hiring manager, selects from that certificate the clock starts (Step 1) *ONLY when that subsequent manager initiates an SF-52*. The time does not revert to, or include, the original request (see example below). In many cases the counting of days will start after certificates/referral lists are issued.



When hiring actions are the result of initial JOA requests, the hiring timeline will be tracked using all E2E steps.

When hiring actions are the result of subsequent requests, the hiring timeline will be tracked using the applicable E2E steps. In these instances, begin counting Step 1, *SF-52 complete recruitment package submitted to HR...* when a Standard Form (SF)-52 is received to request a list of eligibles. It is understood that the next applicable step will vary among actions.

- When there are designated cutoff dates, begin counting at Step 4, *Receive applications through the automated hiring system/USAJOBS...HR notifies applicants of their status...* when the HR practitioner begins to wait for the next cutoff date to be reached.
- When there are no designated cutoff dates, begin counting at Step 5, *HR and/or SME and/or Panel Members evaluate applications...* when the HR practitioner begins reviewing an application in response to an SF-52 request.

Note: For steps that are not being counted, you must insert a zero (0) under that step.

Time-to-Hire Definitions

All Hires: This includes, but is not limited to DE hires, all internal hires such as merit promotion and external hires, all hires where a Job Opportunity Announcement was or was not posted on

USAJOBS, all hires from shared certificates, all Direct Hires, all non-Title 5 hires, and all hires using any other hiring flexibilities or authorities.

Calendar Days: Each day represented in a calendar year. Every day is to be counted including weekends and holidays when determining time-to-hire.

End-to-End (E2E): An End-to-End roadmap developed by the CHCO Council and OPM detailing specific standards for Federal hiring. The E2E consists of five distinct components: Workforce Planning, Recruitment, Hiring Process, Security/Suitability, and Orientation. The memo can be found at <https://www.chcoc.gov/content/end-end-hiring-roadmap> and the complete roadmap can be found at <https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/reference/end-to-end-hiring-initiative.pdf>.

Job Opportunity Announcement (JOA): An announcement that outlines general information, the major duties, and qualification requirements for a specific position with an appropriate open/close period for receipt of applications.

Open Continuous Announcements: Job Opportunity Announcements which are left open over an extended period-of-time for which selections are made after various cut-off dates.

Time-to-Hire (T2H) Measurement: Time-to-hire is calculated from the time the need is validated by the hiring manager to the acceptance of the tentative offer and from the time a need is validated by the hiring manager until the day the new employee's entrance on duty (EOD).

REFERENCES:

OPM issued guidance "Updated Instructions for Reporting Annual Time-to-Hire (T2H), December 2019" <https://www.chcoc.gov/sites/default/files/Time-to-Hire%20Instructions.pdf>.

OPM's Memorandum for Chief Human Capital Officers dated April 11, 2011, "Time-to-Hire Reporting Requirements"

Presidential Memorandum dated May 11, 2010, "Improving the Federal Recruitment and Hiring Process"

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