Transportation Security Administration

HRAccess

TSA HRAccess

MAP Hiring Guide

for TSA Hiring Managers

v1

August 31, 2012

HRAccess

Contents

Welcome to the MAP Hiring Guide! 4

Executive Summary 5

1. Prepare to Hire 8

1a. Review Your Workforce Plan 8
1b. Manage Your Positions to Your Table of Organization 10
1c. Identify Your Talent Requirements and Have Your Position Classified 11
1d. Consider the Nature of the Position You Want to Fill 13
1e. Plan a Candidate Evaluation Strategy 14
1f. Complete and Submit an RPA 15
Complete and Submit a Competitive RPA 17
Complete and Submit a Non-Competitive RPA 23
1. g. Conduct a Strategic Conversation and Agree to a Recruitment Timeline with Your HR Specialist 30

2. Recruit Top Talent 32

2. a. Choose the Best Recruitment Strategy 32
Recruitment Source Options/Competitive versus Non-competitive Hiring 33
Competitive Hiring 33
Non Competitive Hiring 35
Hiring Incentives 37
Veterans 41
2. b. Use a Job Opportunity Announcement 44
2. c. Decide on the Area of Consideration 46
2. d. Determine Length of Time the JOA Should Be Open 47
2. e. Assist in Recruiting 48

3. Select the Best 49

3. a. Receive and Review the Certificate of Eligibles 49
3. b. Prepare for Interviews 50
3. c. Conduct Interviews 52
3. d. Conduct Reference Checks 53
3. e. Make Your Decision and Notify Officials 54
3. f. Determine Compensation Level 54
3. g. Job Offer is Made 57

4. Shape Early Experiences 58

4. a. Follow Up on Orientation 58
On-boarding vs. Orientation 59
4. b. Plan and Prepare for On-boarding 60
4. c. Create a Successful Day One 62
4. d. Enhance Workplace Familiarity during the First Week 62

4. e. Develop Performance Plans and Evaluate Employees 62
4. f. Acculturation is Key for First 90 Days 63
4. g. Focus on Continuous Development during the Trial Period 64
4. h. Ask for and Provide Feedback 65
5. Hiring Manager's Checklist 67
Checklist for Prepare to Hire 67
Checklist for Recruit Top Talent 70
Checklist for Select the Best 71
Checklist for Shape Early Experiences 73
6. Frequently Asked Questions 76
7. MAP Hiring Guide: Key Terms and Definitions 81
8. Abbreviations and Acronyms 84
9. Background 86
Hiring Reform in the Federal Government 86
MAP Hiring at TSA 87
MAP Offer Management Interface 88

Welcome to the MAP Hiring Guide!

This special online tool is specifically designed for TSA Hiring Managers and HR Specialists. It explains the Recruitment and Hiring process for **Non-Executive Management, Administrative, and Professional (MAP) positions**. This guide contains background material, and instruction for each phase of the Non-Executive MAP hiring process, including links to TSA policy and other valuable resources.

The procedures outlined in this guide should also be used to support hiring for Non-Executive Federal Air Marshal (FAM) positions, with the exception of G Band flying FAMs**.** Hiring guidance for G Band flying FAM positions are addressed in a separate FAM Hiring Guide.

Hiring to fill Transportation Security Officer positions is also not covered in this guide, with the exception that Lead Transportation Security Officer (LTSO), Supervisory Transportation Security Officer (STSO), Expert Transportation Security Officer (ETSO), and Master Transportation Security Officer (MTSO) are considered MAP positions. Therefore, hiring to fill these positions will follow the procedures outlined in this guide.

This document is designed to get you thinking about the hiring process and actions you will need to take. It will help prepare you for conversations with your HR Professional and provide a better understanding of your role and accountability in the hiring process, with the goal of improving the quality of candidates and reducing the overall time to hire.

User Survey

We are interested in your experience with the MAP Hiring Guide. Consequently, we have developed the survey below to solicit your opinions and ideas for improving this document. Please take just a few moments to let us know what we can do to make this Guide better. The survey is at the following web location:

https://www.surveymonkey.com/s/MAPHiringGuide

Executive Summary

The Transportation Security Administration was formed to protect the Nation's transportation systems to ensure freedom of movement for people and commerce. This important mission requires a highly qualified, talented workforce, with a unique skill set. Due to the emergent threats new technologies can engender, the TSA workforce must be agile and capable of state-of-the art critical thinking. To determine the proper workforce to meet this mission need, Hiring Managers must be fully involved in the entire hiring process, starting with planning for current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and interviewing processes.

There is no one who knows job requirements as well as a Hiring Manager. In recognition of this, the President in 2010 issued a "Call to Action" to Hiring Managers to increase their involvement in the hiring process so as to ensure the federal government has the best and brightest workforce possible. TSA is fully dedicated to achieving the goals established by the President by giving Hiring Managers the tools they need to fulfill their responsibilities in the acquisition of new talent.

The process to recruit and fill a vacancy at TSA can be confusing because it involves many roles working collaboratively toward the goal of hiring the best talent available for the vacancy. The Hiring Manager plays a central role in all phases of the hiring process and must be familiar with his/her responsibilities, as well as the roles of the other players in the process. To help you understand your role in this process, we have provided this **Hiring Manager's Guide** to supply you with the information you need to fill **Non-Executive Management, Administrative, and Professional (MAP) positions.**

The Guide is presented in book format and delivered via a special online tool which is specifically designed for TSA Hiring Managers and HR Specialists. In it, we explain the Recruitment and Hiring process, outlined in the four main phases of the hiring process, which are:

1. Prepare to Hire
2. Recruit Top Talent
3. Select the Best
4. Shape Early Experiences

1. Prepare to Hire

In **Prepare to Hire**, you will learn the importance of taking a systematic approach to Workforce Planning and how the TSA Workforce Strategic Plan provides focus and direction for the agency's hiring efforts. Before you begin the official hiring process, you will need to compare your existing workforce against current and future mission requirements to determine whether you have the right balance of skill levels or if you need to acquire new capabilities. This analysis will guide you in making decisions regarding where to recruit, at what pay bands, for which Areas of Consideration, etc.

You will learn the important role proper position management plays in ensuring responsible use of the agency's financial and personnel resources. The TSA Table of Organization (TOrg) identifies the set of valid positions which are now tied to the financial allocations for personnel received by the agency in its annual budget. As explained in this section, all requests for recruitment to fill Headquarters positions must now go through a vetting process to confirm their authorization as indicated in the agency's TOrg.

This section of the Guide also emphasizes the importance of identifying the specific requirements your new hire will need to carry out the responsibilities of the position for which you are recruiting. You will learn when and how to complete a Job Analysis Tool or a Standard Job Description and Cover Sheet, plan for the proper evaluation of candidates for the position, and complete and submit a Recruit-to-Fill Request for Personnel Action.

In your role as a recruiter representing your organization, you are tasked with identifying "the right talent, for the right position, at the right time."

2. Recruit Top Talent

In **Recruit Top Talent**, you will be presented with information on how, through the Office of Human Capital, you can utilize the resources available in the HRAccess Recruitment Strategy Team to assist you in researching, planning and executing an effective recruitment strategy.

As an Excepted Service Agency established under the authority of The Aviation and Transportation Security Act, TSA has a number of flexibilities in hiring that other agencies do not have, but within a framework that ensures fair practices. In this section, you will learn about the many hiring incentives, student programs, and veteran's preference opportunities that are available to assist you in recruiting the best and the brightest.

You will learn about the importance of having a good Job Opportunity Announcement, how long it should be kept open, and the advantages and disadvantages of the different Areas of Consideration you may choose to use. The job announcement is not only a marketing tool – it is also the first step in the assessment process, as it is the basis upon which potential applicants determine whether they meet the requirements of the job. That is why it is so important to clearly articulate the requirements for skills and experience, sell the position, and pursue candidates in the right places.

Simply posting a Job Opportunity Announcement may not be enough to attract the number of qualified applicants needed to fill a position, though. Often times, in order to find the best available top talent, we must actively recruit in ways that appeal to highly qualified individuals. This section provides an explanation of how you may participate in recruitment activities.

3. Select the Best

Select the Best begins with an explanation of how to access and process your Certificate of Eligible candidates.

Assessing candidates and selecting the most qualified is a critical part of the hiring process. Identifying the people who possess the critical competencies required for successful job performance is the key to satisfying your hiring requirement and ensuring top talent is continually entering and progressing through your organization. You will play an important role in the assessment of candidates who have been determined to be qualified for the position for which you are recruiting.

Interviews, which are a critical component of the candidate evaluation process, may be conducted by a panel or a single Hiring Manager and may be structured or unstructured. Be mindful that quality candidates are looking at many job opportunities. Conducting an effective and professional interview and making a timely decision are critical to a successful and quality hire. This section of the Guide provides

you with helpful information regarding the “dos” and “don’ts” of conducting effective interviews and making reference checks.

The section continues with an explanation of how to return your certificate with your decision results, and how to determine the compensation level for your selectee. It is at this point that your HRAccess Specialist, acting on your behalf, will extend the job offer to your selected candidate.

4. Shape Early Experiences

In **Shape Early Experiences**, you will learn the difference between Orientation and On-boarding and your role in the on-boarding process. Your HRAccess Team will take care of the paperwork, while you work to make sure the appropriate workspace and work equipment requirements and any reasonable accommodations are in place.

Checklists can help in organizing the information you need to gather and present during the on-boarding process, and in this section we provide one for you to use and adjust to meet your needs. The Guide also provides helpful hints that will create a successful Day One, such as assigning a staff sponsor or mentor, and enhance your new employee’s familiarity with the workplace.

Supporting Tools

To facilitate your use of the Guide, we have included a comprehensive **Hiring Manager’s Checklist** that reviews the key elements of each phase of the hiring process and serves as a guide to aid you during the hiring process. Tailor this checklist to meet your needs, but review it all to assure that you have taken into consideration all the important aspects of the hiring process.

We have also included a comprehensive list of **Links to Useful Resources** related to the material presented in the Guide, a list of **Frequently Asked Questions** and responses, a list of **Key Terms and Definitions**, and a list of **Acronyms** used in the Guide.

We are interested in your experience with the MAP Hiring Guide. Consequently, we have included a **User Survey** at the end of the Guide to solicit your opinions and ideas for improving this document. This Guide is only as good as you find it to be. Please take just a few minutes to let us know what we can do to make this document more useful in meeting your needs.

Recruiting and selecting the best talent for the agency is one of your primary responsibilities as a Hiring Manager, and no one can do it better than you! You play a key role in ensuring that TSA has a skilled and talented workforce that is critical to ensuring the accomplishment of the agency’s mission. We hope you will find this Guide useful in fulfilling that role.

1. Prepare to Hire

The time you invest in up-front planning pays a huge dividend in reductions in time it takes to fill a vacant position and how well your new employee meets your mission needs. Talk to your HR Professional about what you have to accomplish and the skills you need in your new employee. Together you'll look at who's out there and how best to recruit them.

Many steps in the hiring process occur before a Job Opportunity Announcement is even posted. During this critical front-end period, collaboration between the Human Resources (HR) team and the Hiring Manager is vital. The HR team elicits important details about the job's requirements and the Hiring Manager communicates his or her expectations about the ideal candidate. Together, they discuss how to best determine the position's Area of Consideration (AOC), and how to market the position beyond the Job Opportunity Announcement (JOA) posting, especially for hard-to-fill positions. These kinds of coordinated efforts direct the success of the agency's recruiting efforts and, ultimately, the quality of candidates hired.

Planning for hiring requires sound strategy and careful implementation. The first step is to map your specific work force requirements to your mission.

1a. Review Your Workforce Plan

Workforce Planning is a systematic process that addresses two critical needs:

- Aligning an organization's human capital program with its current and emerging mission and programmatic goals
- Developing short-term and long-term strategies for acquiring, developing, and retaining an organization's workforce to achieve programmatic goals

The outcome of Workforce Planning is that you have the right people with the right competencies in the right place at the right time.

The TSA Workforce Strategic Plan provides focus and direction for the agency's hiring efforts. Workforce planning projections and forecasting activities allow the agency to predict both short and long-term workforce requirements. Recruitment plans and strategies can then be developed in anticipation of projected hiring needs. Hiring Manager participation in this process is essential in order to ensure their hiring needs are met.

What is Workforce Planning?

The Office of Personnel Management's (OPM) End-to-End Hiring Initiative defines Workforce Planning (WFP) as:

The systemic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. It is based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet human capital goals and objectives that link to the agency's mission and strategic objectives.

Effective workforce planning enables the organization to:

- Align workforce requirements directly to the agency's strategic and annual business plans
- Develop a comprehensive picture of where gaps exist between competencies the workforce currently possesses and future competency requirements
- Identify and implement gap reduction strategies
- Make decisions about how best to structure the organization and deploy the workforce
- Identify and overcome internal and external barriers to accomplishing strategic workforce goals

What will Workforce Planning do for your organization?

This process is intended to result in planned, programmed actions to fill vacancies and shape the workforce with the right talent, at the right time to meet mission needs. The two workforce plans, outlined below, are outputs of WFP that will help guide your organization's human resource management decisions. These plans are aligned to workload and manpower requirements, budget cycles and funding streams:

- A long-range (3-7 year) Strategic Workforce Plan that identifies mission-driven workforce requirements for recruitment, workforce shaping, development, talent management and succession to meet future staffing needs.
- A short-term (1-2 year) Operational Staffing Plan that identifies specific recruitment and hiring, development and workforce shaping actions in the near term.

Roles and Responsibilities

In most organizations, the Workforce Planning team is appointed by senior leadership to develop the organization's Workforce Plans, including a long-range (3-7 years) Strategic Workforce Plan and a short-term (1-2 years) Operational Staffing Plan. Team members should include key functional managers who can shape the human capital strategy for the organization. The current workforce planning structure in TSA is as follows:

- **HRAccess Team Recruitment Strategy Office** - Receive workforce planning analysis and results to develop national and recruitment plans for TSA Workforce Segments. When appropriate, leverage talent solutions to enhance the Employee Value Proposition for potential recruits
- **Office of Human Capital (OHC) Workforce Planning (WFP) Lead** - Work in coordination with the TSA Workforce Segment Leads to act as a single, dedicated TSA Office of Human Capital (OHC) workforce planning point of contact (WFP Lead) to validate the workforce segments' workforce planning framework and requirements; facilitate data requests for HRAccess Team Workforce Planning by providing needed data and workforce information; provide additional

guidance to further determine required workforce metrics, analysis and reporting requirements; approve all workforce planning and talent analysis, results, recommendations, deliverables, and reports and; facilitate the review and approval of deliverables with OHC Policy; coordinate results within TSA.

- **TSA Workforce Planning Segment Leads** - Work in coordination with the OHC Workforce Planning Lead to act as dedicated Workforce Segment points of contact (WFP Lead) to validate workforce planning framework and requirements for each Workforce Segment, such as, Federal Air Marshals (FAMS), Transportation Security Inspector (TSI), or Management, Administrative, and Professional (MAP) positions; facilitate data requests for HRAccess Team Workforce Planning by providing needed data, and workforce and organizational information; provide additional guidance to further determine required workforce metrics, analysis and reporting requirements and; approve all workforce planning analysis, results, deliverables, and reports for their Segment that are provided to the HRAccess Team Workforce Planning Team through the TSA WFP Lead.

- **HRAccess Team Workforce Planning (WFP) Team** - Conduct baseline analysis of workforce segment supply and demand to determine gaps and provide recommendations on closing identified gaps. In addition, on an ongoing basis, the HRAccess Team Workforce Planning Lead and staff provide strategic consulting and technical expertise related to workforce planning and management of the workforce segments to the OHC and TSA Executives on an ongoing basis. Finally, HRAccess Team Workforce Planning Staff incorporate an innovative, industry-leading, predictive modeling and supply/demand forecasting capability using statistical analysis tools to produce the comprehensive algorithms used to develop predictive models. Models are used to isolate most probable scenarios that represent a risk in terms of alignment between workforce requirements and workforce capabilities and talent supply. HRAccess Team Workforce Planning Staff then work with OHC to develop strategies and solutions to mitigate workforce-related risks and identified gaps. For workforce segment studies, HRAccess Team Workforce Planning Staff conduct a baseline analysis of workforce segment supply and demand to determine gaps. HRAccess Team Workforce Planning Staff provide recommendations to address workforce issues, gaps, and needs.

- **TSA Program Office Executives/Managers/Business Management Office (BMO) -** Approve individual Workforce Segment' workforce planning results and analysis and utilize workforce planning outputs to further define and improve each segment's human capital-related management strategies, as needed. Review and approve workforce and talent gap analysis, and recommendations.

The Core TSA Workforce Planning Approach describes the steps performed across the entire evolution (4 stages) of workforce planning solutions and capabilities.

1b. Manage Your Positions to Your Table of Organization

One of the key outcomes of Workforce Planning is the establishment of the numbers and types of positions needed to perform the duties assigned. As a normal course of business, new positions will be required to meet new requirements, existing positions will become vacant or some positions may no longer be required for a variety of reasons. Ultimately, the approved set of positions has to be established in the Position Management System (PMS) so that the required recruiting and hiring actions can take place to fill that position. The position actions required have been formalized into the TSA Table of Organization (TOrg). The TOrg process is focused on creating an accurate set of positions with all their

attributes (examples: Individual Position Number (IPN), Master Record Number (MRN), Occ Series, Pay Band, Location, JAT/SJD, effective/through dates, etc.).

Position management uses a systematic approach to determine the number of positions needed, the skills and knowledge required, and the grouping and assignment of duties and responsibilities to achieve the maximum efficiency and economy in the work force. Good position management results in a carefully designed position structure which blends the skills and assignments of employees with the goal of successfully carrying out the organization's mission or program. This is critical to the proper and responsible use of financial and personnel resources.

TOrg

The 2012 Table of Organization (TOrg) process that is on-going within TSA is focused on formalizing the results of the Workforce Planning work described earlier. The focus is on creating an accurate set of positions with all their attributes (examples: Individual Position Number (IPN), Master Record Number (MRN), Occ Series, Pay Band, Location, JAT/SJD, effective/through dates, etc.) that then become available for filling through the processes described herein. While there is currently only a manual TOrg process in use for headquarters positions today, the goal is to have an automated TOrg process that will cover every position across TSA. The basic concept is to provide a modification to the RPA system that will allow authorized users to select a valid, vacant position as a target for their fill action (new hire, reassignment, etc.) The set of valid positions result from the Workforce Planning efforts and will be tied to the financial allocations for personnel received by TSA in the annual budget.

As the TOrg evolves, there will be more detailed process and procedure information released to TSA hiring managers and HR specialists.

1c. Identify Your Talent Requirements and Have Your Position Classified

Supervisors and managers play a major role in the management and classification of subordinate positions by ensuring a sound position structure in the organizations they lead. This encompasses identifying the specific requirements to meet the needs of the position you wish to fill. Because an organization is dynamic, workforce changes occur constantly. You should:

- Evaluate anticipated changes in age, skills, and diversity of your workforce
- Identify recruitment options and applicant sources that can best meet your needs
- Consider shifts in needs to a higher skilled "knowledge workforce"
- Understand difficulty in competing with private sector job opportunities
- Be aware of changes in mission requirements

Position Management and Classification is governed by TSA MD 1100.51-1 *Position Management and Position Classification,* which can be found here:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Position classification is the systematic process for analyzing and categorizing positions according to similarities and differences in duties, responsibilities, and qualifications. In TSA, position classification is based on a system called the Core Compensation System. Classification determinations are made by comparing the work assignments described in a Job Request Cover Sheet (JRCS), a Job Analysis Tool (JAT) or a Standardized Job Description (SJD) to criteria in the Core Compensation System. The components of the Core Compensation System include:

1. **Job/Occupational Series** - Four-digit codes, e.g., Accountant - 0510, which are defined by the Office of Personnel Management and based on the duties of the position. Positions within the same job/occupational series are similar in terms of specialized line of work and qualification requirements.

2. **Job Categories** - Categories which reflect similarities in the nature and type of work. There are nine job categories in TSA: Student, Clerical Support, Administrative Support, Technical Support, Paraprofessional, Professional, Technical, Engineering, and Specialized.

3. **Career Levels** - Levels which define the number of progressions within a particular job category. There is one set of level definitions for each job category. This means that all jobs regardless of the series which are in the same job category are described and evaluated by using the same set of career level definitions.

4. **Pay Bands** - A range of pay associated with a particular job category and job level. TSA has 13 pay bands, A through M.

The classification of positions evaluates the paramount knowledge, skills, and abilities required to perform the essential duties of the position and recognizes levels of difficulty and complexity in determining the final pay band of the position.

When identifying the requirements for a position, Hiring Managers should take a strategic approach to ensure effective succession planning. For example, can the position be initially filled with an individual at a lower pay band so they can grow into the job? Employees may be subsequently developed towards the operating level of the work.

There are several documents used to record the duties, responsibilities, knowledge, skills, abilities and technical competencies/requirements for positions. These include Job Analysis Tools, Standardized Job Descriptions, and Job Request Cover Sheets. The type of document(s) to use is primarily dependent upon whether the position is a Headquarters or a field position.

Job Analysis Tool

The JAT is a standard document used to record core duties and responsibilities, competency requirements, position title, series, category, and pay band for L band and field positions.

The Job Analysis Tool can be found here:

https://hcinsight-hraccess.tsa.dhs.gov/HCInsightPages/FDSearch.aspx

Standard Job Descriptions

SJDs are broad generic descriptions of duties, responsibilities, and knowledge requirements typical of positions in specific occupations and pay bands. For example, the SJD for the Information Technology Series, SV-2210 provides descriptions of work and knowledge requirements at various pay bands and functions, such as INFOSEC, Data Management, or Applications Software. They are used primarily for positions located in TSA Headquarters.

You can find Standard Job Descriptions here:

https://hcinsight-hraccess.tsa.dhs.gov/HCInsightPages/HQSearch.aspx

Review the SJD or JAT to determine if it correctly describes the work of the position to be filled.

- SJDs may require additional position information which can be described in a Job Request Cover Sheet (See below).
- JATs provide a standard description for field positions and rarely require additional position information.
- SJDs and JATs have been developed for each position series and respective pay band. The following apply to both:
    - Developed using the appropriate Federal Aviation Administration/TSA core compensation/classification standards and OPM guidelines
    - TSA's primary source of reference for position classification.
    - Include validated competencies defined through the TSA Office of Human Capital (OHC) Competency Work Group.
    - Pre-approved by OHC for agency-wide use, as defined (HQ & field).

Job Request Cover Sheet

JRCSs are used by a Headquarters program office in conjunction with a SJD to officially indicate the job-specific criteria of a particular position within the context of a program office's mission. JRCSs cover the most significant duties as well as the knowledge, skills, and abilities and technical competencies/requirements specific to the particular position. The JRCS contains Job Specific Technical Requirements that identify the paramount knowledge, skills, and abilities required to perform the most significant duties of the position. Job Specific Technical Requirements should be limited to two to four specific requirements and should include how the knowledge is used in the position. Competencies should not be included unless they are specifically not identified in the SJD and they directly relate to the position being filled.

The JRCS also includes a section for Additional Job Duties. Such duties should be limited to four to six that do not duplicate those generic duties described in the SJD and are fundamental to the program in which the position operates.

Essentially, the function of the JRCS is to supplement the SJD and define the specific duties, responsibilities, and technical knowledge requirements that will ultimately determine the classification of the position.

1d. Consider the Nature of the Position You Want to Fill

Before completing a Job Opportunity Announcement, Hiring Managers should consider whether it would be best to fill the vacant position with a Part Time or a Full Time employee, and should consider the appropriate tenure for the position.

Work Schedule (FT/PT)

Full-time (FT) employees have work schedules that consist of 80 hours per pay period. Work schedules for part-time (PT) employees are generally between 16 and 32 hours per week and between 32 and 64 hours per pay period, and the work is performed on prescribed days and hours within an administrative workweek. Part-time permanent employees, and some temporary employees depending on the duration of the appointments, are eligible, generally on a prorated basis, for the same benefits as FT employees: leave, retirement, and health and life insurance coverage. More detailed information can be found in the

TSA MD 1100.30-7, *Part-Time Employment*, and the TSA MD 1100.61-5, *Hours of Duty for Non-TSO Employees*. TSA does not have designated PT MAP positions but opportunities for such are typically a consideration in the formulation of strategic hiring plans, beginning at the position management stage. The position work schedule, FT or PT, is a standard component of the Job Opportunity Announcement and could be a critical determining factor for some applicants, depending upon their financial need and their family situation. Details can be found in:

TSA MD 1100.30-7, Part-Time Employment

TSA MD 1100.61-5, Hours of Duty for Non-TSO Employees

Both are located at: https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Position Tenure (Temporary/Permanent)

Most permanent employees competed for their positions, that is, they were selected from among a group of individuals who were determined to be best qualified for the position in a competitive process. However, individuals may also be appointed to permanent positions on a non-competitive basis through the application of a recruiting flexibility such as the Direct-Hire authority used for hard-to-fill positions.

There are two types of temporary TSA employees. The first group consists of employees who hold temporary positions and appointments that are limited to one year or less, or they were appointed to their position without competition. The second group consists of employees who hold temporary positions that they either competed for or they were appointed without competition under an authority (or program) which provides for conversion to a permanent appointment as part of that authority, such as a Career Resident Intern (CRI) or a Student Career Experience Program (SCEP) appointee.

Tenure at TSA is unique and should not to be compared strictly with the purpose or application of tenure in the competitive service or with that of other excepted service agencies.

Additional information on the use of temporary and permanent appointments to MAP positions, some advantages and disadvantages, etc., can be found in the *Recruitment Source Options* section of this guide. Also, refer to TSA MD 1100.30-4, *Permanent Internal Assignments,* which can be found at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

1e. Plan a Candidate Evaluation Strategy

Planning your candidate evaluation strategy at this point in the hiring process helps set the stage for attracting quality candidates and ensures a smooth interview process. All criteria used for assessing candidates must be linked to job requirements. An assessment strategy can then be developed based on a clear identification of the competencies that are critical to successful performance on the job.

TSA managers, supervisors, and local Human Resources representatives are responsible for developing the evaluation strategy in compliance with TSA Management Directive No. 1100.30-26 *Interviews and/or Other Final Selection Processes*. You can find this MD at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

The Hiring Manager and HR representatives should work together to review the requirements for the specific job opportunity and familiarize themselves with the approved process that has been developed for the occupation. All assessment tools and selection processes (such as Hiring Manager's interviews, Selection Recommendation Panels, reference checks, etc.) applied in filling TSA positions will be utilized in accordance with TSA Management Directive No. 1100.30-26 *Interviews and/or Other Final Selection*

Processes and all other policies, procedures, and guidance issued by the Assistant Administrator for Human Capital, including any position-specific candidate assessment and selection. TSA officials are prohibited from using any assessment tool that was not issued or reviewed, and authorized for use as specified by appropriate staff in OHC.

After candidates complete an application and submit all required paperwork, such as a resume, they will then be evaluated to determine if they meet the minimum qualifications for the job. The minimum qualification requirements are the specialized experience and/or education requirements (if applicable), which are part of a self-rating questionnaire completed by the candidate. Meeting minimum qualifications can also include passing any assessments required prior to being referred on a Certificate of Eligibles. The questionnaire includes an initial qualifications question linked to the specialized experience requirement. This specialized experience question serves as the fundamental determination of whether or not a candidate is qualified; he or she must possess this specialized job-related experience to continue through the assessment process. The remainder of the questionnaire asks candidates to identify their level of experience performing job-related tasks and ranks them with regard to the critical competencies.

Candidates may need to achieve a certain score for a competency, otherwise they will be deemed not qualified. Candidates will then be placed into categories based on their score. (In some cases, when there are multiple hurdle assessment processes, the application questionnaire is only the first step or hurdle, and so does not determine category placement on its own. Candidates could go on to a structured interview or an objective assessment such as a logic based reasoning test or a writing skills assessment. In these cases, candidates would not be placed into categories until completing the final hurdle in the process.) The Best Qualified (BQ) candidates are the most highly ranked candidates available for potential selection after recruitment and candidate assessment efforts are completed. BQ candidates are referred to the Hiring Manager on a Certificate of Eligibles. The order in which they are listed on the Certificate may reflect their eligibility for selection (including Veterans' Preference, if external) and cannot be changed.

After the Certificate of Eligibles has been issued, interviews of the Best Qualified candidates often take place during the final step of the assessment process. Interviews of the BQ candidates are administered at the discretion of the Selecting Official. A Selecting Official's interview may be structured or unstructured in format, and may be conducted by the individual Selecting Official or by a panel. These interviews are not pass/fail and may not be used to disqualify candidates already on the Certificate of Eligibles. The results of a Selecting Official's interview, however, may be used to guide the Selecting Official's final decision among candidates referred for potential selection. More information about interviews can be found in the sections titled Prepare for Interviews and Conduct Interviews

1f. Complete and Submit an RPA

Completing and submitting an accurate RPA begins the work stream to place talent into a vacant position. The recruit/fill RPA is used for appointing new employees as well as transferring, reassigning, promoting, or converting an employee from one position to another pursuant to competitive procedures.

All MAP Vacancy Announcements start with the TSA HR Specialist submitting a Job Opportunity Announcement (JOA) request through the RPA process. The JOA request is approved by TSA and submitted to the Recruitment and Hiring Service Center (RHSC). When the JOA request has been received, the RHSC processes the request as either a Standard Position Title or a Non-standard Position Title. Standard Position Titles will skip the classification process; which will shorten the JOA processing time.

After a JOA draft and questionnaire are completed and quality checked by RHSC, they will be routed to the initiating office for review and approval using the new JOA routing tool in RPA. Finally, when all required stakeholders have reviewed and approved the JOA draft and questionnaire, the JOA is posted through Monster to USAJobs. Once the JOA has been posted, an email is generated and sent to the JOA Initiator providing JOA posting information along with updated vacancy open and vacancy closed dates.

A submitted JOA will result in the following types of personnel actions::

Promotions

Personnel actions that change an employee to a position at a higher band level.

Changes to a Lower Band (also called "Demotion" and "Reduction in Band")

Personnel action that moves an employee to a position at a lower band.

Reassignment

The change of an employee from one position to another without a change in band or basic pay. Reassignment includes: (1) movement to a position in a new occupational series, or to another position in the same series; (2) assignment to a position that has been re-described due to the introduction of a new or revised classification or job banding standard; (3) assignment to a position that has been re-described as a result of position review; and (4) movement to a different position at the same band but with a change in salary that is the result of different locality or cost of living allowance.

Conversion

A change of an employee from a position in the Competitive Service to a position within the Excepted Service; or a change of an employee from a position in the Excepted Service to another position in the Excepted Service and under a different appointment authority.

Appointment

Any personnel action that places an individual onto the rolls (i.e., on the staff) of TSA.

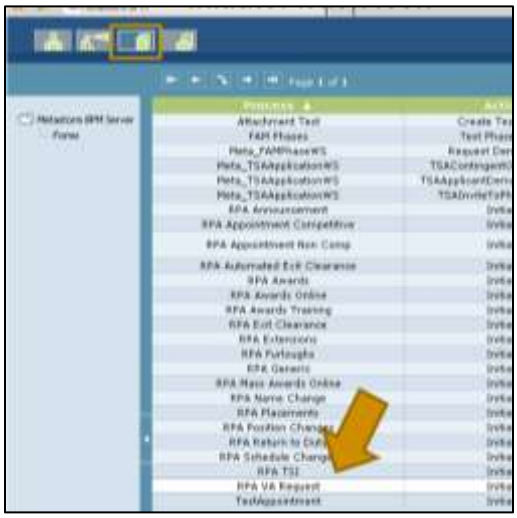
Helpful tools are available on HCInsight to guide Hiring Managers through the process of completing and submitting RPAs at:

RPA Toolkit: https://hcinsight-hraccess.tsa.dhs.gov/default.aspx

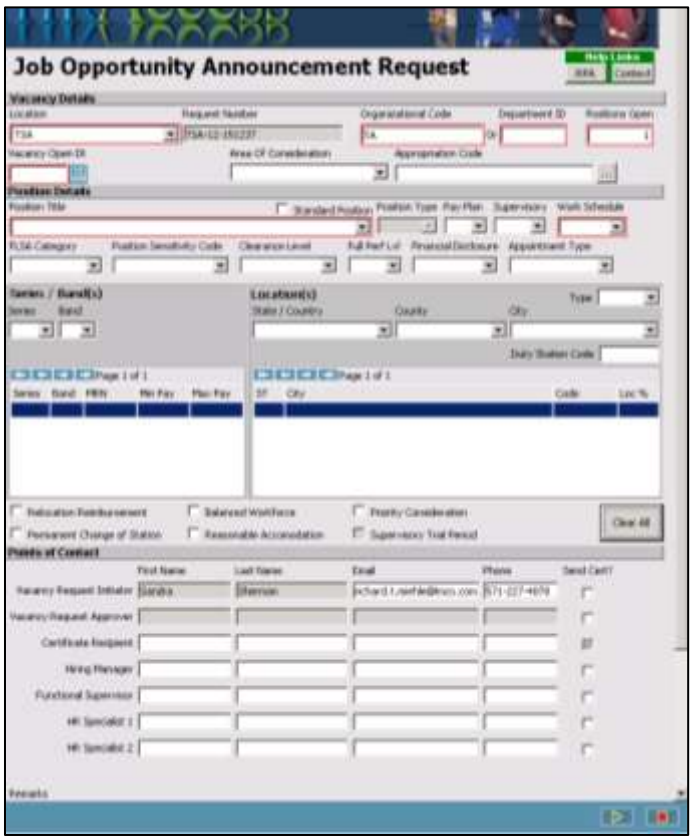
More detail on submitting a competitive or non-competitive RPA is in the next two sections.

Complete and Submit a Competitive RPA

Where to Start



To start, your TSA HR Specialist needs to have approved access to the RPA system with an assigned role in MAP Recruiting and Hiring. Once in the RPA system, select the Initiate Action icon to open a list of available processes and then select RPA VA Request. Selecting the RPA VA Request opens the MAP/FAM Job Opportunity Announcement Request form as a draft.



Creating the Job Opportunity Announcement RPA Draft

As with all other RPAs, begin by creating a draft of the request and save it to the Initiator's "To Do List".

The Initiator must complete all required fields prior to saving the JOA draft. The required fields are bounded in red. In addition to completing the required fields bounded in red, the Initiator must also add at least one Series/Band and one Location to the lower grid of the Series/Band(s) and Location(s) work area.

To save the JOA draft, "click" on the green arrow on the lower bottom. RPA drafts cannot be submitted without first being saved and the RPA electronic folder being created. Once the RPA has been saved, the electronic folder is generated and placed on the Initiator's *To Do List* in the RPA system.

Note: The Series/Band(s) and Location(s) fields are not bounded in red, but are still required before the system will permit saving the draft.

Job Opportunity Announcement RPA Folder

Saving the JOA Draft creates the RPA folder with folder tabs across the top and action buttons across the bottom.

To complete the RPA form, select either the *Edit* or the *Submit for Approval* action button. This opens the JOA form in edit mode. All required fields must be completed and the JAT or SJD attached to the RPA before the system will allow the JOA request to be submitted.

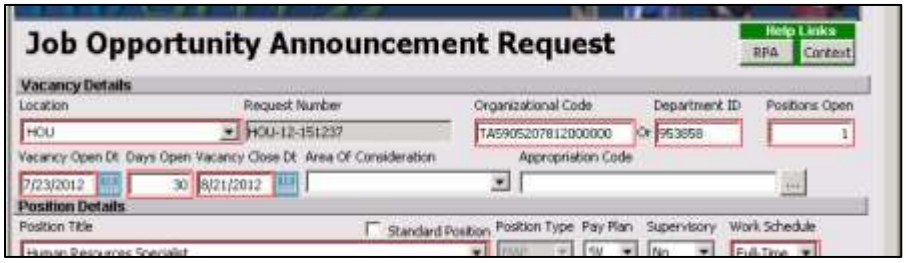
Note: The **PDF View Tab** has been removed. To print the JOA request information, click the Vacancy Request tab to display the JOA request information. Using the browser's print function, right click the mouse anywhere in the Vacancy Request window and select Print.

Completing the Vacancy Details Section

The Location drop down menu provides a list of locations available to the Initiator logged into the RPA system. This is typically the Initiator's office location, airport, or airport and spokes depending on the Initiator's roles and responsibilities.

When the location has been selected, the Organizational Code and Department ID tied to that location will auto populate, except for those locations where multiple Organizational Codes and Department IDs exist. In cases where locations with multiple Organizational Codes and Department IDs exist, such as a BMO, the Initiator will manually enter either the Organizational Code or Department ID.

The Positions Open field allows the Initiator to enter the number of positions opened for this JOA. For example, an airport looking to fill three (3) Lead Transportation Security Officer (LTSO) positions using the same JOA request can do so by typing "3" in the Positions Open field. The Positions Open field is a required field and defaults to "1".



The Vacancy Open Date is the date the Initiator is requesting or proposing the JOA be posted. The actual open date may differ from the request depending on many factors such as position type, routing and approval requirements; and how complete and accurate the JOA is when it is submitted.

The Vacancy Closed Date is calculated by entering the number of days the vacancy is to be opened in the Days Open field. The Initiator can also enter the date the JOA is to close; the system then will calculate the number of days the JOA is to be open.

The Initiator is required to choose from one of three options for Area of Consideration: TSA Internal, All Qualified Status Applicants, and All Qualified US Citizens.

Note: For TSA Internal, the specific Area of Consideration must be indicated in the Remarks area of the JOA RPA

- All TSA employees
- Specific Hub/Spoke airport(s)
- Other limited area of consideration as allowed by Policy (attach appropriate approval, as necessary, to the RPA before submitting for approval)

The Appropriation Code is a required field. To assist the Initiator in determining the correct Appropriation Code, a lookup table is available and can be accessed by clicking the button to the right of the field.

TSA Job Opportunity Announcement Areas of Consideration

TSA Internal

All TSA employees (includes permanent employees and five year temporary employees) TSA-wide. TSA Internal can be limited to:

1.) TSA Headquarters employees (includes permanent employees and five year temporary employees) for a JOA in headquarters.

2.) For an Office of Security Operations (OSO) field (airport) vacancy: TSA employees with duty locations that are within the hub-spoke configuration of [airport name].

3.) For a non-OSO field vacancy: TSA employees with duty locations that are within the local commuting area of [field duty location of the vacancy].

In the RPA Remarks area, indicate if this is for all TSA employees, specific Hub/Spoke airports, or other limited area of consideration as allowed by Policy (attach appropriate approval, as necessary, in RPA).

All Qualified Status Applicants

Open to all government-wide, current and former permanent Federal employees. Applications are also accepted from Veterans' Preference eligibles OR veterans honorably discharged from the Armed Forces after completing at least three years of continuous active duty.

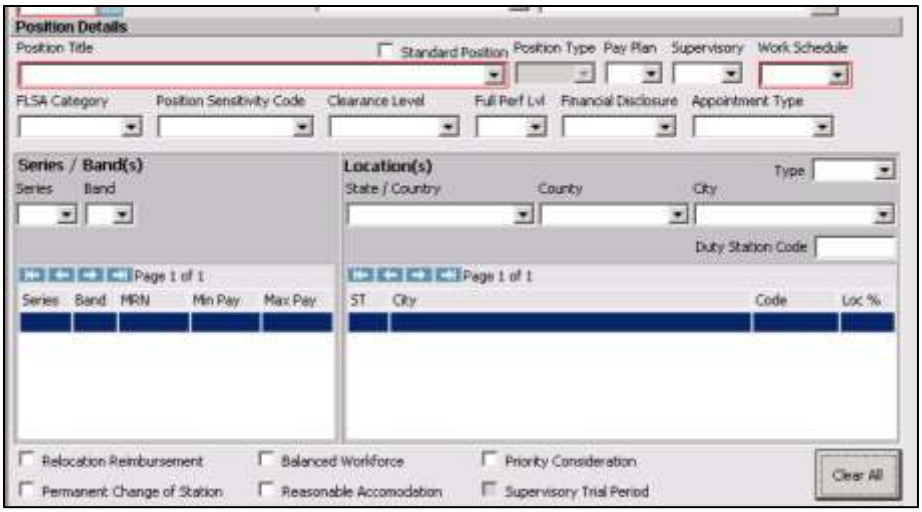
All Qualified US Citizens

Open to all U. S. Citizens.

Completing the Position Details Section

The Position Title field provides a drop-down menu of all approved position titles from which to select and is a required field. Only one title can be selected. If the position title selected is a standard position, the Standard Position box becomes checked.

The Initiator can also select the Standard Position box before selecting a position title to limit the position titles in the drop-down menu to the approved standard positions currently recognized by the JOA tool.

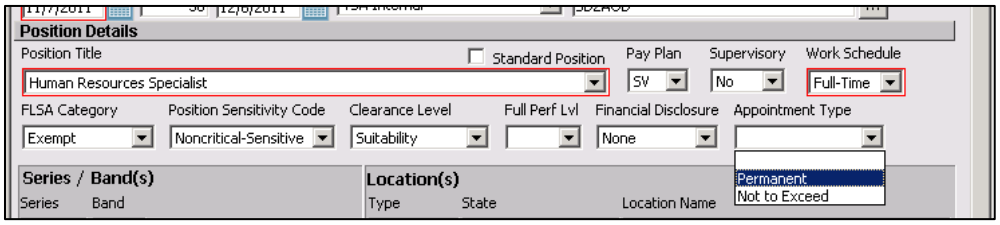


If a position title is not available in the drop down list of position titles, please contact the Office of Human Capital Position Management and Organization Design Services (PMODS) branch at PMODS@dhs.gov. Additionally, if the JOA request is for a new position that is not currently defined on the Table of Organization (TOrg), follow the Table of Organization Staffing Plan Change Request process.

The Supervisory field will auto populate based on the position title selected as either “Yes” or “No.”

The Work Schedule field provides either “Full-Time” or “Part-Time” options. This is a required field and one of the options must be selected. If “Part-Time” is selected, an Hrs/Wk field is displayed. Enter the number of part-time hours per week.

The FLSA Category and Position Security Code are required fields and must be completed before submitting the JOA. The Clearance Level and Full Performance Level fields are optional fields. Each field provides the Initiator with options. Only those options listed in the drop-down menus can be selected. Information regarding these fields can be found on the top of the SJD/Coversheet or contact Organization Design Services (PMODS) branch at PMODS@dhs.gov.



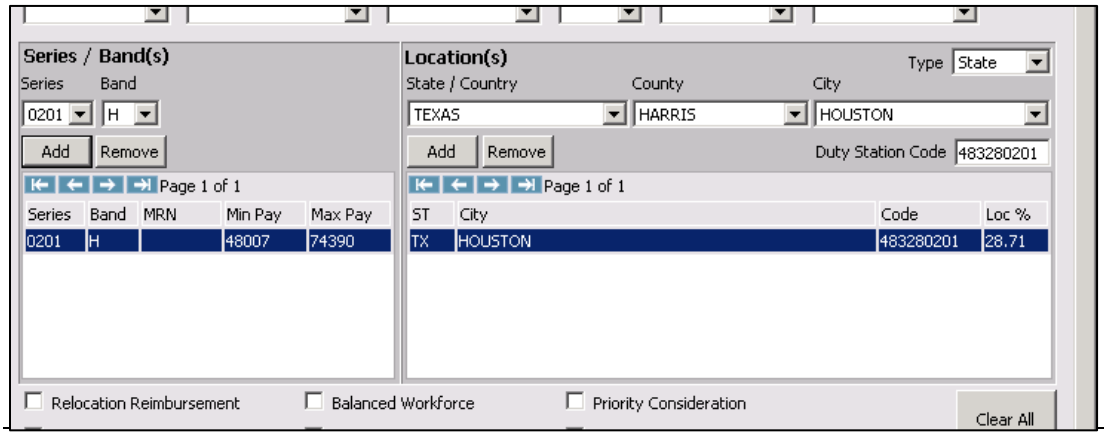
Note: The Full Performance Level is not a required field and can remain blank if the Initiator is unsure. If left blank, the system assumes that the full performance level is at the highest band selected in the Series/Band(s) field.

The Appointment Type field is required. The drop-down menu provides the Initiator with available options from which to choose. When the appointment type selected is “Not to Exceed,” a NTE Days field opens. Enter the number of NTE days, 364 for one year or 728 for two years.

The Series/Band and Locations Grid

The bottom half of the Position Details section contains two grids: Series/Band(s) and Location (s). At least one Series/Band and one Duty Location must be listed in the lower grids before the JOA request can be saved and/or submitted.

The list of available series and bands for the position title selected will populate the drop-down menus. To add the series/band to the JOA, select the series and the band from the associated drop-down menus and click on the *Add* button to add the selected series and band to the lower grid. At least one series/band must be added to the lower grid before the JOA request form can be either saved or submitted.



To add additional series/bands, select the next series/band to be added from the drop-down menus and click the *Add* button. The next selected series/band will move to the lower grid. Due to system limitations, no more than five different series can be added to the grid or submitted. The series/band information added to the lower grid is not editable, but the series/band can be removed by selecting (highlighting) the line to be removed and clicking the *Remove* button.

The JOA request form can also support multiple duty locations. Selecting "State" as the location type opens a drop-down menu listing the states. Select a state. Next, select the county and city location found within each state. Just as with the series/band, at least one location must be added to the lower grid before the JOA request can be saved or submitted.

Selecting "Territory" as the location type opens a drop-down menu with a list of US Territories from which to select. Foreign locations are limited to Overseas Atlantic, Overseas Pacific, Americas, and World Wide.

Position Details Additional Check Boxes

Located at the bottom of the Position Details section of the JOA form are additional check boxes used by HRAccess, or in some cases by the Initiator, to flag the HRAccess Service Center of additional information, such as LEAP or Supervisory Trial Period.

Clear All Button

The *Clear All* button found in Position Details will clear the Position Title field and remove all Series/Band(s) and Location(s) added to the lower grids. It only clears the information entered in the Position Details section.

Standard Positions

When a standard position title is selected, much of the position details fields will auto populate. The Initiator will need to complete the Work Schedule and the Appointment Type fields. The series/band drop-down menus only list one series and one band associated with the position title. For example, the Supervisory Transportation Security Officer position has only one series (1802) and one band (G) from which to select. Remember to add the series/band to the lower grid before saving or submitting the JOA request. These are the standard position titles currently supported by the JOA request form:

Lead Transportation Security Officer (Screener)

Master Transportation Security Officer (Behavior Detection Officer)

Master Transportation Security Officer (Coordination Center Officer)

Master Transportation Security Officer (Security Training Instructor)

Supervisory Transportation Security Officer

Supervisory Transportation Security Officer (Coordination Center)

Expert Transportation Security Officer (Behavior Detection Officer)

Expert Transportation Security Officer (Security Training Instructor)

Expert Transportation Security Officer (Coordination Center Officer)

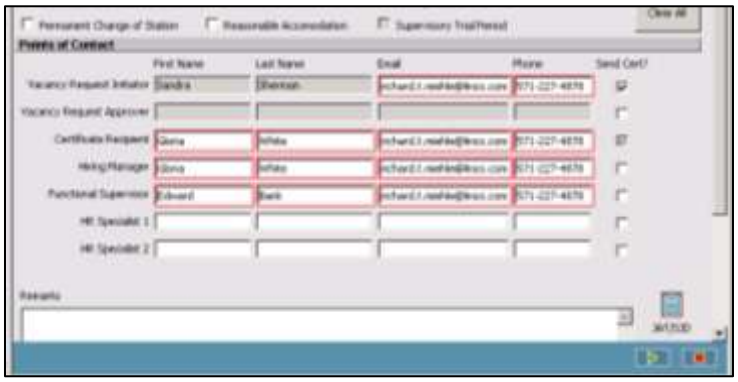
Federal Air Marshal (G-Band)

Federal Air Marshal (H-Band)

Federal Air Marshal (I-Band)

Completing the Points of Contact Section and Submitting for Approval

Points of Contact are required fields and must be completed before submitting the JOA request for approval. There is a check box next to each point of contact to indicate if the Cert Key should be sent to that contact.



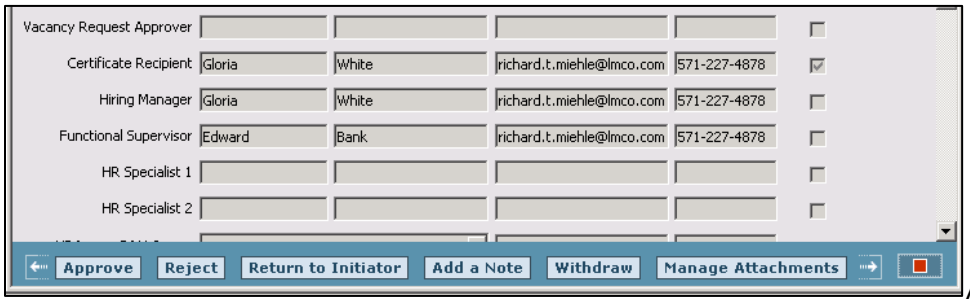
JAT/SJD documents are required attachments. If submitting an SJD (TSA HQ only), a coversheet must be attached to the JOA request.

To submit to the TSA Approver, click the green arrow to save the RPA and display the lower action buttons. Next, click the *Submit for Approval* button.

Note: A Job Opportunity Announcement under the Direct Hire Authority requires a notation entered in the remarks section of the RPA by the Initiator.

TSA Approver

The TSA Approver can find the submitted JOA request on their "To Do List." Additionally, an email notification is sent to the TSA Approver by the system notifying them of the pending action.



After the TSA Approver has reviewed the JOA request, including all attachments, the TSA Approver can select the *Approve* action button or *Return to Initiator* action button to complete the process.

The form is not editable by the TSA Approver. If the form requires any edits or changes, the TSA Approver must return the JOA request to the Initiator. The TSA Approver can also withdraw the JOA request all together. When the *Approve* action button is selected, the Approver edit page

opens. The Approver must complete his or her email and phone information fields before submitting the JOA request to HRAccess by clicking the green “submit” arrow.

Complete and Submit a Non-Competitive RPA

All Non-Competitive Nature of Actions (NOAs) are processed in the Request for Personnel Action (RPA) system. The desired NOA is initiated by the TSA HR Specialist and through automation flows to the HRAccess Human Resources Service Center (HRSC) where it is reviewed to ensure it is complete and accurate prior to forwarding to the National Finance Center (NFC).

If the NOA is not complete and accurate, the HRAccess HRSC Specialist must send it back to the TSA HR Specialist or Initiator for correction. This could delay the action from being effected by the proposed effective date.

To Initiate a Non-Competitive Action

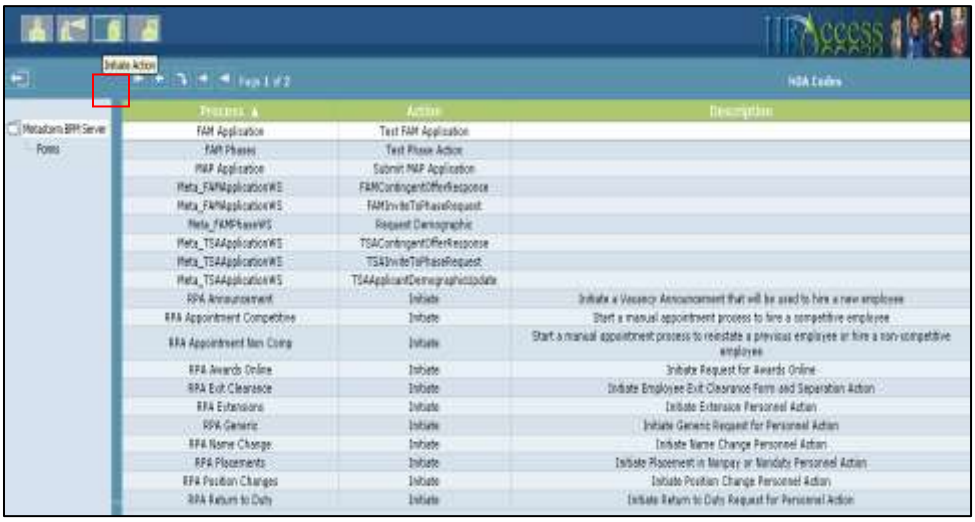
To start, the TSA HR Specialist needs to have approved access to HCInsight and an assigned role in the RPA system. The roles in RPA are an Initiator and an Approver.

<u>Roles</u>
TSA Initiator - accurately completes the electronic RPA.

TSA Approver - reviews the RPA, and either approves the request or returns it to the Initiator for correction.

The TSA Initiator should select **RPA** from the drop down menu under *My Views* in HCInsight.

Once in the RPA system, select the Initiate Action icon to open the landing page. From the list of available processes, select *RPA Position Change* to process employees for the Non-Competitive actions of Promotion, Reassignment, Change in Duty Station or a Change to a Lower Band.



If the process cannot be found on the first landing page, use the navigational arrow to move to the second page.

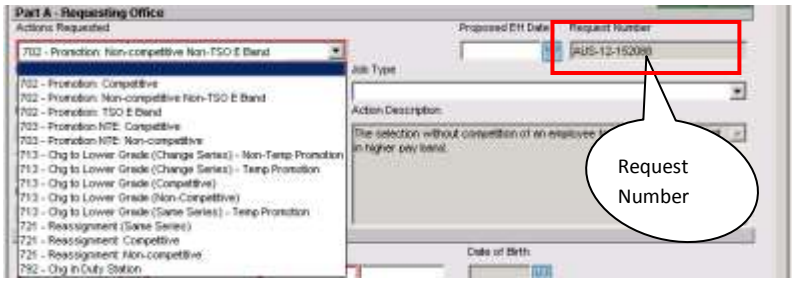
Processing the Non-Competitive action in the RPA system

Selecting the *RPA Position Change* process opens the draft work page for a position change RPA. The work page opens in edit mode with a self-generated Request Number. (This number can be utilized to track the RPA throughout the system even if it has been archived). The TSA Initiator will start the process at the Action Requested field.

Part A - Requesting Office

Action Requested

The field associated with Action Requested drop down menu contains all the Position Change non-competitive Nature of Actions (NOAs).

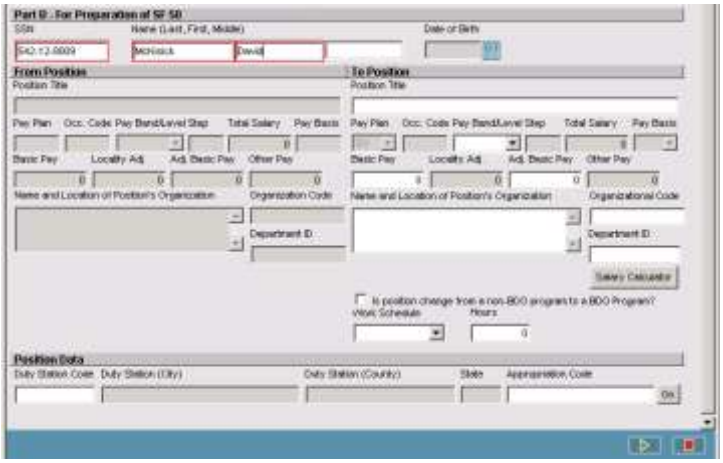


For a list of TSA approved NOA Codes, **go to:**

Select the desired NOA from the menu to update the work page associated with the selection. At a minimum, the fields bordered in red must be completed, along with the social security number and name of employee demographic information. If the TSA Initiator desires, they can complete the additional fields that are not bordered in red and not grayed out.

Action Description

The Action Description box will provide a brief description for the selected NOA. Reading this information will ensure that the correct NOA was selected.



Part B - For Preparation of the SF-50

Social Security Number/Employee's Name

The employee's Social Security Number should be entered and then tab should be selected on the keyboard. By selecting tab, the employee's name will populate in the adjacent fields.

Save or Cancel

Once the TSA Initiator completes all the basic information, the information can be saved or cancelled. There are two buttons located at the bottom of the initial form; a green arrow and a red square.

Selecting the **green arrow** will save the action, creating and automatically opening the electronic RPA Folder from which the form can be edited, or submitted to the TSA Approver. If desired, the TSA Initiator

can save the action and retrieve it from his or her *To Do List* to edit and submit it to the TSA Approver at a later time.

The **red square** will cancel the electronic RPA initiation without it being saved. Once the draft is saved, the information on the electronic RPA form will only be cleared when the red square is selected.

Electronic RPA Folder

Saving the initial or draft form creates an electronic RPA folder. The RPA folder has tabs almost like an embedded file cabinet; the tabs across the top of the form consist of:

- **RPA Form Request** tab is where the electronic action request can be viewed, edited, submitted for approval, or withdrawn. A note or attachment can be added, as well.
- **Attachments** tab is where required or optional information can be added, deleted, or viewed
- **Notes** tab has a historical note chain which can be viewed, and new notes can be added
- **SF52** is a PDF version of the actual form and can be viewed or printed
- **Audit Trail** is where the RPA can be tracked from initiation to archival

Action buttons located across the bottom of the page provide all actions available for the RPA, depending on the RPA's current stage and user's role. The basic actions available to the Initiator are:

- **Add Attachments –** Opens the Document Attachment Wizard, to add, view, or remove attachments
- **Edit –** Opens the RPA electronic form in edit mode to allowing editing to the form
- **Submit for Approval –** Opens the RPA electronic form with required fields bordered in red
- **Withdraw –** Used to withdraw the RPA from processing and archives it
- **Add Notes –** Opens the notes window to add a note

Note: The Withdrawal or Edit options are not made available once the HRAccess HRSC has moved the request to the EmpowHR Auto-Entry stage of the process. At this point, in order to withdrawal the request, the TSA Initiator or Approver would have to contact the HRAccess Help Desk.

Note: If the Initiator decides not to take any further action and only wants to save a draft of the RPA Folder until a future time, click on the Red square button to exit. The RPA Folder will remain on the Initiator's *To Do List* until it has either been submitted to the TSA Approver or Withdrawn.

Completing the RPA Form

The electronic RPA cannot be submitted to the TSA Approver until all required information is completed. Selecting Edit will open the form in edit mode by enabling the

data boxes available for editing by turning them from gray to white. Selecting Submit for Approval will open the form with the red bounding boxes to show which data fields are missing required information.

Part A - Requesting Office

Proposed Effective Date

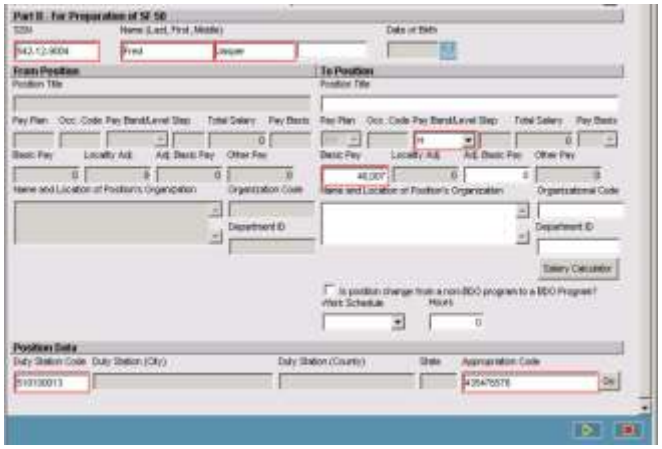
The proposed effective date is the date the submitting office would like to have the action effective. Use the date picker calendar to select the proposed effective date. Ensure the date selected encompasses the Six Business Day Rule.

Additional Information Call

In the fields associated with additional information the TSA Initiator can add another TSA Initiator or someone that could account for this action in the event that they are not able to complete the action. The last name, first name and a contact telephone number should be entered for the additional information.

Job Type

In the RPA system, there are three job types:



1. Federal Air Marshal (FAM) – Supervisory Federal Air Marshal (SAC, ASAC)

2. Managerial, Administrative and Professional (MAP) – LTSO , STSO, E band Administrative Assistant, F band and above

3. Transportation Security Officer (TSO) – Only D and E band TSOs

The TSA Initiator is required to choose from one of three options. If the incorrect job type is selected, this could delay processing as the Position Change request will be returned to the Initiator.

Part B - For Preparation of SF-50

Pay Band/Level

The pay band should be selected from the drop down menu. Once the pay band has been selected, it will automatically generate the salary in the Basic Pay field.

Duty Station Code

The TSA Initiator will have to enter the duty station code for the location the employee will report to for work.

Appropriation Code

To assist in finding the correct appropriation code, the system will provide an Appropriation Code spreadsheet to look up the code. To open the spreadsheet, click on the “Go” button next to the Appropriation Code box. The Appropriation Code spreadsheet is used to determine the Budget Number (Appropriation Code) for a particular request based on Organization, Sub-organization, and Job Title. For funding and accounting purposes, it is important that you use the correct Appropriation Codes for your organization and sub-organization.

Save or Cancel

There are two buttons located at the bottom of the initial form; a green arrow and a red square. Once all the fields bordered in red have been completed, the TSA Initiator can save the information and move forward to add attachments by selecting the green arrow. The information can be removed from the form by selecting the red square.

Certify Attachments

List of Required Attachments

When the TSA Initiator selects the green arrow, the system will open the attachment wizard. The attachment wizard consists of a list of required and optional attachments in the upper field, buttons used to add, delete or review an attachment and, lastly, a drop down menu associated with certifying the attachments.

To attach a document to the electronic RPA folder, the TSA Initiator must select the plus (+) symbol to open the attachment pop-up window. The Browse button will allow you to search for the documents you wish to attach. Once you have found the document you wish to attach, double click on the document to move it into the wizard. To attach the document, click on the Green Arrow, located in the attachment pop-up window; the red square will remove the selected document.

Filename

The field under Filename will display all the documents that the TSA Initiator has attached. The TSA Initiator will be able to see that the document has been attached to the folder. If the document does not appear in the Filename area, it was not attached to the electronic RPA folder.

Certify Attachments

Prior to certifying the attachments, the TSA Initiator may want to view the documents. This can be done by selecting the document from the Filename list and either double clicking on the document’s file name or selecting the downward facing area to open the document for review. The document can be deleted from the list by selecting the document from the Filename list and then selecting the “x”. If all the documents are correct, the TSA Initiator must select the drop down menu associated with Certify Attachments and select his/her user log on name, role or assigned numerical identification.

Note: If there are no required attachments, the system still requires that the Certify-Attachments box be completed. In this instance the TSA Initiator is certifying that no attachments are required.

Save or Cancel

There are two buttons located at the bottom of the attachment wizard; a green arrow and a red square. Once all the attachments have been made and certified, the TSA Initiator should select the green arrow to forward the action to the TSA Approver. The red square will cancel the attachment wizard.

Worked List

The electronic RPA folder will be moved to the TSA Initiator's *Worked List* and appear on the *To Do List* of the TSA Approver.

To Approve a Non-Competitive Action

To start, the TSA Approver needs to have approved access to HCInsight and an assigned role in the RPA system. The role would be as a TSA Approver.

Note: The TSA Initiator and the TSA Approver cannot be the same person.

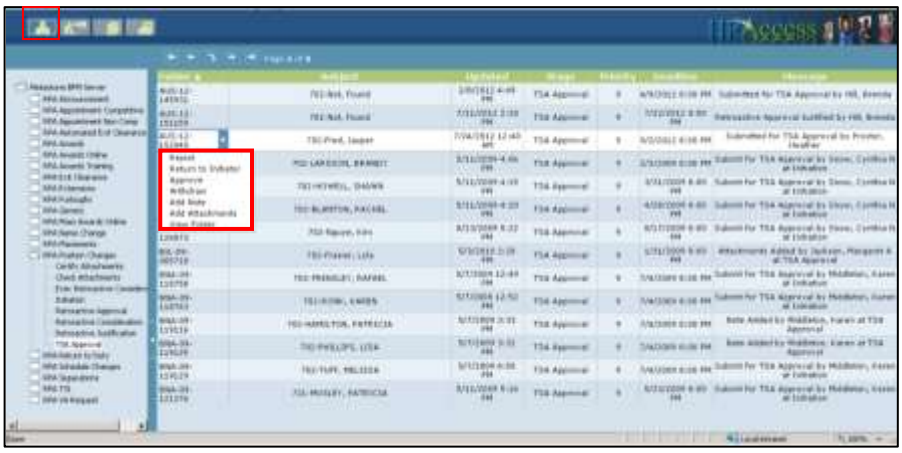
The TSA Approver should select RPA from the drop down menu under My Views in HCInsight.

To Do List

Once in the RPA system, select the *To Do List* icon. The *To Do List* will display all the RPA processes in the system. The TSA Approver should select the RPA Position Change folder to open the folder for the different veins an action can flow through. TSA Approval would be the sub-folder selected to open all the actions at the approval stage.

The TSA Approver can select the row for the employee in need of approval.

There is also a drop down menu that coincides with the action buttons across the bottom of the electronic RPA folder when opened. As a shortcut, the TSA Approver can make their process selection from the drop down menu in lieu of opening the RPA folder to achieve the same results.



Approve

Once the TSA Approver either selects the entire row to open the electronic RPA or makes a selection from the menu associated with the employee, the electronic RPA folder or some facet of the electronic RPA will open based on the menu selection.

The TSA Approver should review the electronic RPA to ensure that it is complete and accurate.

Authorized by Email

If the TSA Approver's email address does not appear in the Authorized By Email field, the TSA Approver should enter his/her email address.

Save or Cancel

There are two buttons located at the bottom of the electronic RPA; a green arrow and a red square. Once all the email information is reviewed or entered, the green arrow should be selected to save the information and move the action forward for additional processing. The red square will cancel the email information. The electronic RPA will remain on the *To Do List* of the TSA Approver.

Electronic RPA Folder

Saving the initial form creates an electronic RPA folder. The RPA folder has tabs almost like an embedded file cabinet. The tabs across the top of the form consist of:

- **RPA Form Request** tab is where the electronic action request can be viewed, edited, submitted for approval, or withdrawn; a note or attachment can be added as well.
- **Attachments** tab is where required or optional attachments can be added, deleted, or viewed
- **Notes** tab has a historical note chain which can be viewed, and new notes added
- **SF52** is a PDF version of the actual form and can be viewed or printed
- **Audit Trail** is where the RPA can be tracked from initiation to archival

Actions buttons located across the bottom of the page provide all actions available for the electronic RPA, depending on the RPA's current stage and user's role. The basic actions available to the Approver are:

- **Reject –** the action is rejected
- **Return to Initiator –** the action is returned to the Initiator for correction
- **Approve –** the action is approved and is moved to the HRAccess Shared Service Center.
- **Withdraw –** Used to withdraw the RPA from processing and is archived
- **Add Notes –** Opens the notes window to add a note
- **Add Attachments** – Opens the notes window to add an attachment

Note: If the TSA Approver decides not to take any further action and only wants to save a draft of the RPA Folder until a future time, click on the red square button to exit. The RPA action will remain in the TSA Approval stage on the *To Do List* of the TSA Approver until he/she is ready to process the action.

Note: The Withdrawal or Edit options are not made available once the HRAccess HRSC has moved the request to the EmpowHR Auto-Entry stage of the process. At this point, in order to withdrawal the request, the TSA Initiator or Approver would have to contact the HRAccess Help Desk.

1. g. Conduct a Strategic Conversation and Agree to a Recruitment Timeline with Your HR Specialist

Once the Recruitment request is received within RPA, a HRAccess Specialist will contact the Hiring Manager to have a strategic conversation about their particular job opening(s). A strategic conversation between managers and HR representatives at the onset of a hiring action can:

- Speed the hiring process
- Eliminate redundancy
- Improve the quality of outcomes

In order to be prepared for this conversation, the Hiring Manager should review and be ready to answer the questions included in *OPM Strategic Conversation Questions*:

In an effort to improve the quality of candidates, during this conversation please indicate which specialized experience and/ or technical skills are the most important for them to possess in order to be successful in the position for which you are hiring. Also, establish expectations at the outset of your hiring action by discussing and agreeing to a Recruitment Timeline with your HRAccess Specialist. Note that OPM has set a Government-wide goal of achieving an 80-day hiring timeline, beginning with the Hiring Manager's request for the recruitment action and ending on the new employee's first day on the job. Discuss and establish common expectations about the estimated time for reaching the key milestones in filling your vacancy.

The following table shows typical time-lines for the MAP hiring process.

JOA Type	Classification	Duration of JOA Processing Time in Business Days														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Bypassed	N/A	Post 3 days														
Standard	Approves	Submit Draft 3 days			TSA Draft Approval 6 days						Post 2 days					
Unique	Approves	Submit Draft 7 days							TSA Draft Approval 6 days						Post 2 days	

Note on JOA Types:

Bypassed: JOAs from the standard drop down list in MAP OMI that neither requires Classification nor TSA Initiating Office approval.

Standard: JOAs with a template that require both Classification and TSA Initiating Office approval.

Unique: JOAs from HQ or those without a template that require both Classification and TSA Initiating Office approval.

2. Recruit Top Talent

To attract the best candidates for your vacant position, consider what the incumbent's primary responsibilities will be and what he or she will be doing on a daily basis. Talk with your HRAccess Specialist to make sure both the job announcement and the position description are accurate and easy to understand. What hiring authorities can you leverage? Are there special populations, such as veterans, students, or persons with disabilities whom you would like to target for this position? The answers to these questions will help you fill your vacant position quickly and with the right person.

When is the best time to start thinking about recruitment planning and the best recruitment strategy to leverage your message to the right applicant population? The same day you decide to recruit to fill a position! By identifying the requirements for your position at the same time you are developing a recruitment strategy, you ensure that each effort compliments the other and increases the opportunity for a successful hiring process, bringing the skills you need to your organization.

2a. Choose the Best Recruitment Strategy

Hiring Managers face many challenges in meeting their staffing needs:

- Historically difficult to fill positions
- Specialized skill requirements
- High-demand skill profiles
- Meeting diversity hiring goals
- Meeting veterans employment initiative goals

To maximize your recruiting efforts and overcome recruitment challenges, you will need an effective strategy to ensure your recruitment message is delivered to the right applicant pool. Through the Office of Human Capital, you can utilize the resources available in the HRAccess Recruitment Strategy Team to assist you in researching, planning and executing an effective recruitment strategy.

Through the HRAccess Recruitment Strategy Team, you have access to digital, print and other recruitment media available to assist you in reaching a targeted audience with the skills and career backgrounds you seek. Local career events and community outreach can be developed and supported to bring your recruitment message directly to qualified applicants, in person.

Keep in mind your choice of recruitment source will affect how quickly you fill your vacancy. Consider diverse recruitment sources ranging from internal TSA employees and DHS or other current Federal employees, to students from colleges/universities, wounded warriors, Veterans, professional associations, or persons with disabilities. With your HRAccess Specialist, discuss which hiring options might be used and whether to use recruitment incentives. Also consider whether relocation should be offered in the JOA. If the JOA indicates that relocation expenses will be paid, then it must be offered to the candidate. Conversely, if the JOA says no relocation will be paid, it cannot be offered.

The *TSA Recruitment Guide* provides all the information you need to develop and execute an effective recruiting approach.

Details on hiring incentives are provided in TSA MD 1100.57-3, *Recruitment, Referral, Relocation, and Retention Incentives*, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Recruitment Source Options/Competitive versus Non-competitive Hiring

Two hiring options are available to assist Hiring Managers in carrying out recruitment and hiring responsibilities: competitive and non-competitive.

Competitive hiring is the principle method used at TSA to fill MAP positions and these procedures are the ones with which you should become most familiar. Human Resources specialists will work with Hiring Managers to determine which option is best to meet your hiring needs by describing expected outcomes for each of the following.

The following are the options that are available to you and they can be explored in the strategic recruitment discussion with your HRAccess Recruitment Specialist:

1. Competitive/External Hiring - a job announcement to all U.S. Citizens.
2. Competitive/Government-wide Hiring - a job announcement opened to current and former permanent Federal employees and certain Veterans.
3. Competitive/Internal Hiring - a job announcement open only to current permanent TSA employees and temporary employees who received their appointment through a competitive temporary announcement.
4. Noncompetitive Hiring - a job announcement is not required, but may be used. You have the option to request the issuance of a job announcement to fill your vacancy or to use your professional network, for example, to identify a viable candidate who meets all qualification requirements and is eligible for non-competitive hire. If you are able to find such a candidate, you can simply begin the non-competitive hiring process by having your HR Specialist initiate a RPA appointment package and submit it to HRAccess. Examples of non-competitive hiring mechanisms such as the Direct Hire Authority, Reinstatement, and Transfer are discussed below in the section titled, Non-competitive Hiring (Permanent or Temporary).

The HRAccess Recruitment Specialist can provide historical information about the level of success achieved in previous recruitment efforts for the type of position you are trying to fill. This information can assist you in deciding which recruitment method to use.

Competitive Hiring

Competitive hiring can be used to attract a wider pool of well qualified applicants and to promote diversity in the workforce. This method of recruiting also reduces the appearance of favoritism and bias in employment decisions.

The competitive hiring process, when used to fill a position on a temporary basis that could possibly become a part of your permanent workforce in the future, gives you the flexibility of converting the selected candidate to a permanent appointment. This can be done, at your discretion, without further competition, as long as the possibility of the position's permanence is made known in the initial JOA.

Competitive Hiring Procedures

Detailed guidance regarding Competitive hiring authorities can be found in:

TSA MD 1100.30-4, Handbook, Section B, Exceptions to Competitive Procedures, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks/

As outlined in the Handbook to TSA MD 1100.30-4, Permanent Internal Assignments, using competitive hiring procedures means considering candidates who have applied to a Job Opportunity Announcement and who will be evaluated against job-related selection criteria. Competitive procedures are required unless the action is covered under the exceptions listed in the Non-competitive Hiring section, below.

Competitive hiring procedures are characterized by the following:

- Job Opportunity Announcements (JOAs) are required
- JOAs can be open to internal candidates, external candidates, or both
- Applicants must be U.S. citizens.
- Veterans' preference is granted to eligible applicants
- A competitive process is used for evaluating applicants
- Applicants must meet minimum qualifications requirements and any selective placement factors
- Qualifications are verified (applicants must meet experience and/or education requirements)
- Applicants are assessed against job-related criteria
- Applicants must pass any required assessment tests, for example, the Writing Skills Assessment for Transportation Security Inspector positions
- Qualified candidates must also meet any medical/credit check/clearance requirements
- Eligible candidates are referred using one of the two options below:
    - Numerical ranking (use of this option is limited, consistent with the President's Hiring Reform Initiative)
    - Category grouping

Non-Competitive Hiring

Non-competitive hiring, which does not require a Job Opportunity Announcement (JOA), has the potential for greater speed, offers the ability to utilize targeted referrals, and can lessen up-front recruitment costs. Individuals must meet all qualifications requirements, selective factors, and/or conditions of employment prior to being appointed. However, there is no preference given to veterans and competitive appointment procedures are not used, i.e., there is no assessment to determine the individual's quality of experience or Category Group.

Detailed guidance regarding Non-competitive hiring authorities can be found in:

TSA MD 1100.30-4, Handbook, Section B, Exceptions to Competitive Procedures:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks/

As outlined in the *Handbook to TSA MD 1100.30-4, Permanent Internal Assignments, Section B, Exceptions to Competitive Procedures*, actions for which competitive procedures are not required for internal/status candidates include the following:

- Assignments within the same or equivalent job category
- Reinstatements of eligible candidates
- Conversions of eligible candidates to permanent appointments under special appointing authorities
- Reclassifications
- Transfers from other Federal agencies
- Selections under Priority Consideration procedures resulting from corrective action associated with a previous assignment action, for example, failure to receive proper consideration for a promotion

In addition, non-competitive hiring procedures apply to the placement of permanent TSA employees who are eligible to exercise their return rights to a position in the United States under TSA *MD 1100.30-16, Foreign Duty Assignments and Return Rights*.

The following requirements apply when using non-competitive hiring procedures:

- Candidates must be U.S. citizens
- Candidates must meet minimum qualifications requirements and any selective placement factors
- Candidates must pass any required assessment tests
- Qualified candidates must meet any medical/credit check/clearance requirements

The following noncompetitive hiring mechanisms are used at TSA:

1. Direct Hire Authority
2. Reemployment of Former Federal Employees - Reinstatements
3. Appointment of Current Federal Employees - Transfers

4. Conversion to Permanent under a Special Appointing Authority
5. Temporary Appointment not-to-exceed (NTE) Two-years

Direct Hire Authority: This is an appointing (hiring) authority that provides for the hiring of a minimally qualified individual, when a critical hiring need or severe shortage of candidates exists. Qualified Veterans MUST be considered when using this appointing authority. TSA's authority, which mirrors the Government-wide direct hire authority, already provides blanket authority to direct hire individuals for these positions at any location: Information Technology (Info Security) SV-2210-G Band & above; Diagnostic Radiologic Tech, SV-0647, Medical Officer SV-0602, Nurse SV-0610, and Acquisition SV-1102, SV-1105 All Bands. If you are able to demonstrate that you have a critical hiring need or have experienced recruitments resulting in a severe shortage of candidates for any other type of position, you can submit a request through internal channels to obtain approval from the Assistant Administrator for Human Capital (AA/OHC) for its use. A JOA will be used to solicit interest and/or you may use other targeted recruitment methods (e.g., newspapers, trade/professional magazines, online aids) to attract interested candidates.

Reemployment of Former Federal Employees -- Reinstatements: A former Federal employee of any Federal agency (this means Executive agencies, the U.S. Postal Service, and the Postal Rate Commission) who held a permanent (i.e., not time limited) appointment can be noncompetitively appointed to a TSA position that is comparable in terms of occupational series/job category and promotion potential/career progression. A former permanent TSA employee can be reinstated to any position with a pay band opportunity that is no higher than the pay band opportunity of their previous position; and a former temporary TSA employee who obtained their temporary appointment through a competitive process can be reinstated (permanent or temporary NTE five years) to a position in the same job category or any other job category with no higher pay band opportunity than their previous position.

Appointment of Current Federal Employees -- Transfers: A current Federal employee of any Federal agency (this means Executive agencies, the U.S. Postal Service, and the Postal Rate Commission) who holds a permanent (i.e., not time limited) appointment can be non-competitively appointed to a TSA position that is comparable in terms of occupational series/job category and promotion potential/career progression.

Conversion to Permanent under a Special Appointing Authority: A temporary TSA employee who was appointed under a special appointing authority conferring eligibility for noncompetitive conversion to permanent appointment (e.g., a Student Career Experience Program appointee) can be converted to a permanent appointment when requirements associated with that authority are met.

Temporary Appointment not-to exceed (NTE): An individual may be appointed for up to two years when the need for their services is not permanent (e.g., a temporary increase in workload; planning for a future reorganization that may reduce the number of permanent employees; or to fill behind a permanent employee who is on extended leave, military duty, or a long-term temporary assignment); AND the position has not been filled by a noncompetitive temporary appointment(s) for an aggregate of 24 months within the preceding three year period.

Guidance on Non-competitive hiring authorities available for external candidates can be found in the following:

TSA HCM 337-1, Direct Hire Authority

MD 1100.30-4, Permanent Internal Assignments

TSA MD 1100.30-4, Handbook, Section B, Exceptions to Competitive Procedures

TSA MD 1100.30-3, Student Appointments

HCM 900-1, Career Residency Appointments

TSA MD 1100.30-22, Political Appointments

TSA MD 1100.30-27, Temporary External Appointments

All of the above may be accessed at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Hiring Managers should consult with the Office of Human Capital when considering the use of the non-competitive hiring authorities listed above. For further information, please contact the **HRAccess Help Desk at 1-877-872-7990**.

Hiring Incentives

There are a number of incentives that Hiring Managers can use to entice high-quality candidates when they are having trouble hiring or keeping current employees. Each of these incentives has specific requirements and procedures that must be followed. Your HR Specialist or Business Management Office will help determine what the specific requirements are and which of the incentives would be appropriate for your situation.

The first three incentives, referred to as The Three R's - Recruitment, Relocation and Retention - will usually be calculated as a percentage of the employee's annual rate of adjusted pay, generally not to exceed 25 percent per year but may also be calculated as a specific dollar amount. The total incentive may not exceed 100 percent of the employee's annual rate of adjusted pay with a service agreement not exceeding four years. The incentive amount in any one year period of a service agreement will generally not exceed 25 percent of the employee's annual rate of adjusted pay. Service agreements range from 12 to 48 months and, under certain conditions, may be for a period of employment of less than 12 months.

Recruitment Incentive

- May be paid to an employee newly appointed to the Federal Government or re-appointed following a 90-day break in service.
- A determination must be made that the position is likely to be difficult to fill without the use of the incentive.
- The payment of the incentive must be approved before the employee enters on duty.
- May be paid in lump sum or installments.
- A service agreement is required, unless the incentive is paid on a bi-weekly basis.

Relocation Incentive

- May be paid to a current TSA employee or to an employee hired by TSA from another Federal agency who must relocate to a position in a new geographic area
- A determination must be made that the position is likely to be difficult to fill without the use of the incentive.

- The payment of the incentive must be approved before the employee enters on duty or moves to the new location.
- May be paid in lump sum or installments.
- The employee must establish a residence in the new geographic area prior to payment.
- A service agreement is required, unless the incentive is paid on a bi-weekly basis.

Retention Incentive

- May be paid to an employee with unusually high or unique qualifications, or a special need for the employee's services makes it essential to retain the employee, who would likely leave TSA service without the incentive.
- May be paid to groups of employees for reasons such as high cost of living, high cost of labor, intense labor market conditions, and difficulties recruiting.
- May be paid in lump sum or installments.
- A service agreement is required, unless the incentive is paid on a bi-weekly basis.

Annual Leave

Full time employees with fewer than 3 years of service earn 4 hours of annual leave each pay period; those with 3 or more years but less than 15 years earn 6 hours each pay period; those with 15 or more years earn 8 hours each pay period.

Credit for Non-Federal & Uniformed Service for Determining Annual Leave Accrual Rate

- May be approved for an employee newly appointed to the Federal Government or returning to Federal service after a break in service of at least 90 calendar days, after June 16, 2006.
- Allows employees to earn service credit for prior work experience that otherwise would not be creditable for the purpose of determining the employee's annual leave accrual rate.
- Credit may only be given when it is determined the skills and experience of the selectee are essential to the new position and were acquired through performing duties in a non-Federal position or active duty with the uniformed services.
- A service agreement is required and must be 12 months in duration.
- Should be considered as part of the total compensation package offered and may be granted in lieu of, or in addition to, other forms of incentives.
- The amount of service credit granted to an employee is at the sole discretion of the AA/OHC and must be approved before the employee enters on duty.

Details on these incentives are provided in:

TSA MD 1100.57-3, Recruitment, Referral, Relocation, and Retention Incentives, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Telework

It is TSA's policy to make telework available to the maximum extent possible without diminishing employee performance or mission accomplishment. The benefits of telework include continuity of operations in an emergency, increased productivity, and decreased real estate costs. As a manager, it is within your discretion, and not an employee's entitlement or right, to determine the feasibility of offering this flexibility to an individual employee or any organizational unit under your authority. Telework involves performing assigned duties at an alternative worksite, typically an employee's home which reduces commuting time. There is a designated TSA Telework Program Manager within the Office of Human Capital who is responsible for program administration and guidance. You can consult with your BMO or your HRAccess Specialist to determine the availability of this flexibility within your organization. Detailed information on this flexibility is found here:

TSA MD 1100.30-5, Telework Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Alternative Work Schedule

Alternative Work Schedule (AWS), a generic term that applies to either Flexible Work Schedules (FWS) or Compressed Work Schedules (CWS), is an important component of the TSA benefits package that is available to managers and can serve as both a recruitment and retention incentive:

- Flexible Work Schedule - For Full Time employees, FWS means an 80-hour biweekly basic work requirement (8 hours per day) that allows employees to determine their work schedule (starting and stopping times) within established limits. For Part Time employees, FWS means a bi-weekly basic work requirement of less than 80 hours in a biweekly pay period that allows employees to determine their work schedule (starting and stopping times) within established limits.

- Compressed Work Schedule - For Full Time positions, work schedules consisting of less than 10 days and no more than 80 hours per pay period. For Part Time positions, work schedules consisting of less than 10 days and no more than 64 hours per pay period.

TSA management officials are delegated the responsibility for determining the work hours, work schedules, overtime and holiday work requirements, and the extent of AWS implementation in their office, in order to effectively accomplish the mission of the organization. If delegated such authority, as a Hiring Manager you are then able to offer an Alternative Work Schedule as an incentive to a prospective TSA employee and to approve or disapprove a current TSA employee's request for an alternative schedule. At any time, however, it is determined that the AWS program or individual work schedule is having an adverse impact on the mission accomplishment of the agency, a decision may be made to discontinue its use.

Your HR Specialist or BMO can assist you with the implementation and management of AWS within your organization. Refer to the following management directive for detailed information.

TSA MD 1100.61-5, Hours of Duty for Non-TSO Employees, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Student Programs

TSA also has access to several student programs that will help you in your recruiting efforts.

Student Educational Employment Program

The TSA Student Educational Employment Program (SEEP) provides an avenue for MAP Hiring Managers to meet long and short range non-screener staffing needs by attracting and hiring students on a temporary basis through a quick but structured process. The two components of the SEEP are the Student Career Experience Program (SCEP) and the Student Temporary Employment Program (STEP) and in both cases, to be eligible for consideration an individual must be enrolled or accepted for enrollment as a degree (diploma, certificate, etc.) seeking student in an accredited high school, technical or vocational school, 2-year or 4-year college or university, or graduate or professional school. The student, who is participating either in an accredited home school or in home-school curriculums approved by their state, is also eligible for consideration. A written agreement by all parties (TSA, the school, and the student) is a SCEP requirement and the nature of the work the student is to perform must be related to their academic or career goals.

The SCEP appointments are temporary not-to-exceed five years and may be extended beyond five years, provided the student continues to meet eligibility requirements. After graduating, the SCEP student employee can be converted to a permanent appointment. The STEP provides maximum flexibility to both students and managers because the nature of the work does not have to be related to the student's academic or career goals. Temporary STEP appointments may be up to two years in length, with possible extension as long as program requirements are met. The STEP does not, however, permit conversion to a permanent appointment. Refer to MD 1100.30-3, TSA Student Educational Employment Program, for detailed information:

TSA MD 1100.30-3, Student Educational Employment Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Student Volunteer Program

TSA also offers educationally-related work assignments for students through unpaid volunteer assignments under its Student Volunteer Service Program (SVSP). Student volunteers are not TSA employees and before they are permitted to perform any volunteer duties, an agreement between TSA, the student and the school must be established. Details on the SVSP are provided in MD 1100.30-25, Student Volunteer Service Program.

TSA MD 1100.30-25, Student Volunteer Service Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Opportunities for students to participate in TSA student employment programs are periodically posted in Job Opportunity Announcements with wide distribution to schools. However, you may also recruit and hire eligible students on-the-spot with the assistance of your HR Specialist or Business Management Office.

Presidential Management Fellows Program

TSA's Presidential Management Fellows Program (PMFP), which is described in detail in HCM Policy 900-2, Presidential Management Fellows Program, mirrors and operates in conjunction with the Government-wide program that is managed by the Office of Personnel Management. It is used to recruit to Federal service outstanding men and women from a variety of academic disciplines and career paths, who have a clear interest in, and commitment to, excellence in the leadership and management of public policies and programs. The program is designed to provide the Federal Government with a pool of well-qualified and well-trained future supervisors, managers and executives.

Graduate students from all academic disciplines who expect to complete an advanced degree (master's, law, or doctoral-level degree) from a qualifying college or university during the current academic year may

be nominated by their schools and then submit their application to OPM through USAJOBS, generally during a short period in November and December of each year. OPM evaluates candidates and determines finalists from which participating Federal agencies may select Presidential Management Fellows (PMFs). At TSA, PMFs are hired at the F-H pay band levels depending on their qualifications; they are placed into the program on temporary appointments for not-to-exceed two years, and may be extended under the program by TSA in conjunction with OPM in certain rare circumstances. PMFs who satisfactorily meet all requirements prescribed by TSA to complete the program may be converted to permanent positions within TSA.

The TSA PMF Program Coordinator, who acts as liaison between OPM and TSA Program Offices, ensures Hiring Managers are kept apprised of program requirements, and periodically solicits from Hiring Managers any interest in tentatively offering a PMF finalist an employment opportunity at TSA. Additional information on the PMFP is available from OPM at:

www.pmf.opm.gov

TSA HCM 900-2, Presidential Management Fellows Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Veterans

TSA is committed to supporting the employment of veterans. Currently, veterans make up a significant proportion of our work force, providing a tremendous source of skills and abilities.

Under the provisions of TSA MD 1100.30-17, Uniformed Services Employment and Reemployment, TSA has adopted provisions of the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), which requires employers to ensure that individuals who volunteer or are called to serve in the uniformed services do not suffer loss in their civilian employment because of their military service.

TSA strongly supports the primary goals and purpose of USERRA as part of its commitment to a model workplace, such as:

- Encouraging non-career service in the uniformed services by eliminating or minimizing the disadvantages to civilian careers and employment resulting from such service.
- Minimizing the disruption to the lives of persons serving with the uniformed services, as well as to their employers, their fellow employees, and their communities, by providing for their prompt reemployment upon completion of such service.
- Prohibiting discrimination against persons because of their service in the uniformed services. This includes performance of military service on a voluntary or involuntary basis on active duty, inactive duty training, active duty for training, National Guard duty, examination for fitness to continue military service, and funeral honors duty.

TSA employees entering military service may choose to be placed in a leave without pay status or choose to separate from TSA employment. Military service members who meet specific requirements have the right to be reemployed in their civilian job if they leave it to perform service in the uniformed services. TSA management officials and employees are encouraged to contact their local HR Specialist with specific questions or to obtain a copy of the TSA policy on USERRA.

Veterans' Preference

Veterans' Preference gives eligible veterans preference in appointment over many other applicants. Veterans' Preference applies to virtually all new appointments. Veterans' Preference does not guarantee veterans a job and it does not apply to internal agency actions such as promotions, transfers, reassignments and reinstatements.

Veterans' Preference:

- Recognizes the economic loss affecting those who serve;
- Restores veterans to a favorable competitive position for Government employment; and
- Acknowledges the larger obligation owed to disabled veterans.

For MAP positions, TSA provides veterans' preference at the point of selection to those defined under the provisions of 5 USC 2108.

For TSO positions, TSA provides veterans' preference both to those individuals eligible under 5 USC 2108 **and** to those individuals eligible under Public Law 107-71, which includes members and former members of the U.S. Armed Forces who are entitled under statute to retired, retirement, or retainer pay.

Note that the final verification of Veterans' Preference is completed after the Hiring Manager has made his or her selection. Therefore there are some instances where additional information received (or information that has not been received) can affect the final determination for Veterans' Preference. Some examples are: if an applicant retires just prior to selection, or was promoted to Major, or submits documentation with an Other than Honorable separation, or said they had a compensable disability but provided no documentation.

Veterans Preference Levels

1. **CPS** - Compensated disabled veteran (30% or more disability rating)
2. **CP** - Compensated disabled veteran (10 - 29% disability rating)
3. **XP** - A veteran who received a Purple Heart OR spouse, widow/widower or mother of a 100% disabled veteran or veteran who died under honorable conditions while on active duty during a war
4. **TP** - Served during authorized periods, during identified campaign, or received authorized medal(s)
5. **NV** - Non-veteran; someone that either served in the military but does not meet one of the definitions above or did not serve in the military

For additional information, go to:

TSA MD 1100.30-17, Uniformed Services Employment and Reemployment, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

TSA has recently completed a comprehensive strategy for the enhanced recruitment of Veterans for career opportunities within the agency for FY2012 and FY2013. For more information, go to:

TSA Veterans Recruitment Strategy_ 2012-2013, located at:

\\ihopvads1\ihop\Documentation Team\MAP Hiring Manager Guide\MAP Hiring Manager Guide v1\!SSL!\WebHelp\Baggage_Files\TSA_Veterans_Recruitment_Strategy__2012-2013.pdf

Individuals with Disabilities

TSA is committed to increasing the opportunities for employment of individuals with disabilities (IWDs) and offers them a workplace to excel. However, TSA is an Excepted Service agency. As a result, TSA is not governed by most of the policies and procedures established under Title V by the Office of Personnel Management. Special hiring authority, such as Schedule A is one example. IWDs must search the Job Opportunity Announcements via the Office of Personnel Management website at USA Jobs (www.usajobs.gov) and apply online to a position for which they are qualified to perform the essential functions of the job. The JOA instructions highlights the necessary documentation needed to support an applicant's status as an IWD.

The Transportation Security Officer and FAMS/law enforcement positions include strict physical and medical requirements that are based in statute and cannot be adjusted. Those positions cannot offer the reasonable accommodations needed to ensure the IWD candidate succeeds. Therefore, MAP positions typically offer the best opportunities for attracting skilled candidates with disabilities.

For general information pertaining to IWD policies:

TSA No. 1100.73-4, Reasonable Accommodation Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

For general information pertaining to individuals with disabilities policies, go to:

https://www.disability.gov

DHS Disability Information, located at:

http://www.dhs.gov/xabout/careers/content_multi_image_0017.shtm#disabilities

Reasonable Accommodations

Reasonable accommodations are adjustments or alterations that enable qualified individuals with disabilities equal opportunity to apply for a job, perform job duties or enjoy benefits and privileges of employment, such as:

- Providing applications in alternative formats
- Using technology to allow sight impaired employees to use computers
- Removal of physical barriers in an organization's office space or facilities

An applicant or employee or a third party on their behalf can make a request for reasonable accommodation at any time, even if they have not previously disclosed the existence of a disability. If TSA decision-makers agree that the request is valid, reasonable accommodations will be granted.

Medical information may be required to support a request, but will be confidential to individuals directly related to the process of granting or denying the request.

How to Apply

Individuals with Disabilities are encouraged to apply online via the OPM website at USA Jobs www.USAJOBS.gov and submit resumes online for positions of interest.

For consideration as an IWD, the instructions from the JOA states that the resume and specific documentation about the disability from a licensed medical professional, a licensed vocational rehabilitation specialist, a Federal/state/District of Columbia agency or U.S. territory that issues or provides disability benefits must accompany the resume to complete the application process.

The OPM USA Jobs website (www.USAJOBS.gov) is the official TSA jobs and hiring candidate processing tool. However, if the IWD requires an accommodation or needs assistance to use the OPM system, they should call or email a HRAccess Specialist:

1. Call 877-872-7990 to speak with a representative that can guide the applicant through the application process.
2. Alternatively, the TDD number is 877-872-7992.
3. Send email to Helpdesk@TSA-HRAccess.com for assistance.

2b. Use a Job Opportunity Announcement

Job Opportunity Announcements (JOAs) are used for announcing vacant positions within TSA. The job announcement is not only a marketing tool – it is also the first step in the assessment process, as it is the basis upon which potential applicants determine whether or not they meet the requirements of the job. That is why it is so important to clearly articulate the requirements for skills and experience, sell the position, and pursue candidates in the right places. The JOAs are also updated to comply with any changes within the Department of Homeland Security or President's Hiring Reform initiatives.

JOAs represent many job seekers' first interaction with the Federal Government. JOAs are important in attracting applicant interest, communicating the job's essential points, and providing clear and simple instructions on how to apply.

You will need to locate a Standard Job Description (SJD) or a Job Analysis Tool (JAT) on HCInsight and attach it to a Recruitment RPA. If you have difficulty locating one that meets your requirement, you can contact the TSA HRAccess helpdesk for assistance.

The following should be taken into consideration when reviewing the JOA:

Qualification Requirements

- TSA's qualification requirements are described in TSA MD 1100.30-29, *Qualification Requirements*.
- Many qualification standards for entry level jobs allow people to qualify using their experience and/or education.
- Ensure experience/education requirements accurately represent type of experience/education a person needs to perform the work of the position.
- Identify the primary responsibilities of the position and the skills needed to be successful in the position.
- Use available and up-to-date position descriptions (JATs/SJDs/JRCSs).
- Consider the appropriate level of security clearance required for the position - this could have a major impact on your timeline.

Refer to the following for relevant qualification policies:

TSA MD 1100.30-29, Qualification Requirements, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

Technical & General Competencies

- Technical competencies represent the technical knowledge, skills or abilities (KSAs) required by the position (defined in the JAT or SJD/JRCS).
- Decide if you want to conduct an assessment in addition to having candidates evaluated using the application's occupational questionnaire.
- To yield better candidates, indicate the most important Technical Competencies needed by candidates to be successful in the position for which you are hiring.

Specialized Experience

Specialized experience is defined as experience in or related to the duties of the position being filled that equips the applicant with the particular competencies and knowledge, skills and abilities (KSAs) to perform successfully the duties of the position.

The following elements are critical in terms of defining the specialized experience statement:

- Clarity - Use terminology that is understood by all.
- Avoid requiring a chain of required experience. For example, to qualify, applicants need to have perform A, B, C, and D. This type of specialized experience statement can eliminate well qualified candidates just because the applicant failed to mention in his/her resume, each one of the listed requirements. Specialized experience statements should reflect a level of experience, equivalent to the next lower band, and the experience is in or related to the duties of the job being filled.
- Remember, the specialized experience is not meant to describe the experience of the ideal candidate. Rather, it describes the minimum level of experience an applicant can have and still be able to perform the duties of the job. Ranking of the applicants (finding the best qualified) is from only those candidates who meet the minimum qualifications.
- To yield better candidates, indicate the most important Specialized Experience needed by candidates to be successful in the position for which you are hiring.

Your role in reviewing the specialized experience statement is to ensure the requirements stated are supported by the duties of the job.

Remember, applicants will be held to what is described in the JOA.

Reviewing Occupational Questionnaire

The Occupational Questionnaire is an automated assessment tool that is part of the application process. Through this application, questions are asked of applicants when applying through USAJOBS.

- The questionnaire evaluates technical and general competencies.

- Items (task/activity statements) used in the questionnaire are linked to competencies and are used to assist in determining Best Qualified (or other category grouping) candidates.
- Evaluation is based on the candidate's self-assessment.

Your role in reviewing the Occupational Questionnaire is to:

- Ensure items accurately reflect work activities.
- Ensure Tasks/Activities can differentiate candidates.
- If changes are needed, annotate the Assessment Questionnaire and a member of the Questionnaire Development Team will contact you.

2c. Decide on the Area of Consideration

TSA MD 1100.30-4 *Permanent Internal Assignment*, directs that selecting officials are responsible for:

1. Determining whether permanent internal assignments will be filled competitively or non-competitively.
2. Determining the method of identifying or soliciting candidates.
3. Defining the area of consideration and how the best qualified candidates will be determined when competitive procedures are used.

In filling a vacancy, a selecting official, in consultation with their servicing HR Specialist, may use an internal Job Opportunity Announcement (open only to those meeting internal assignment eligibility criteria outlined in TSA MD 1100.30-4) or an external Job Opportunity Announcement (open to individuals not meeting internal assignment eligibility criteria, including Government-wide sources and all sources), or both, to recruit for candidates.

Minimum Area of Consideration

All competitive candidates must be within the area of consideration to be considered. The minimum area of consideration for a job opportunity announcement will be as follows:

1. For a Headquarters vacancy: TSA Headquarters
2. For an OSO field (airport) vacancy: TSA employees with duty locations that are within the hub-spoke configuration of [airport name].
3. For a non-OSO field vacancy: TSA employees with duty locations that are within the local commuting area of [field duty location of the vacancy].

Note: The local commuting area is the geographic area surrounding a work site that encompasses the localities where people live and reasonably can be expected to travel back and forth daily to work. TSA duty locations considered to be within the local commuting area of a specific field location will be determined in advance (prior to the opening date of the job opportunity announcement) by the official with designated hiring authority for positions at that location.

The Hiring Manager, in consultation with their HR Specialist, may select an area of consideration beyond the minimum--one that he/she feels will produce a sufficient number of well-qualified candidates. If

practical, field managers are encouraged to expand the area of consideration to airports within the same hub/spoke and/or to TSA organizations within the local commuting area.

AOC Advantages and Disadvantages

Advantages and disadvantages of using internal and external recruitment sources include the following:

AOC	Advantages	Disadvantages
TSA wide	Internal AOC gives employees the opportunity to be considered for opportunities they are interested in without outside competition.	Internal AOC prevents potential talent outside of the agency from being considered for the opportunity.
All sources	All Sources AOC allows the maximization of competitiveness by reaching more applicants.	May provide an excess number of BQ applicants.
Government wide	Government-Wide AOC results in an applicant pool with current Government experience.	Internal applicants have to compete with outside applicants.

2d. Determine Length of Time the JOA Should Be Open

As stated in the TSA Handbook on Permanent Internal Assignment Procedures, a Job Opportunity Announcement should be open for a minimum of five (5) workdays. The Hiring Manager may request that a JOA be open for less than five (5) workdays. In such cases, the Hiring Manager should provide their servicing HR Specialist with a written rationale for doing so. However, JOAs must be open for at least three (3) workdays to allow a reasonable amount of time for candidates to prepare and deliver an application package.

If past recruitment history indicates that a position will be hard to fill, please add a note within the JOA RPA to request the services of our Recruitment Strategy Team to help locate strong candidates for your difficult to fill positions. A Recruitment Strategy Representative will contact you to discuss a recruitment plan.

For further information, see:

TSA Handbook on Permanent Internal Assignment Procedures, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks/

and

TSA MD1100.30-4, Permanent Internal Assignments, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

2e. Assist in Recruiting

Posting a JOA to USAJOBs may not be enough to attract the number of qualified applicants needed to fill a position. Often times, in order to find the best available top talent, we must actively recruit in ways that appeal to highly qualified individuals.

Recruiting top talent is a manager's responsibility. Consider how your organization stands out from others, the programs and benefits your organization offers, why job seekers would want to work for you, and any professional recognition that your organization has received.

The TSA Recruitment Guide provides tips on marketing to your audience, using web resources available to you, and cultivating relationships within your communities.

3. Select the Best

Assessing candidates and selecting the most qualified are critical parts of the hiring process. Identifying the people who possess the competencies required for successful job performance is the key to satisfying your hiring requirement and ensuring top talent is continually entering and progressing through your organization. It is very important that you take time to clearly define job requirements, as this information serves as the foundation of a sound assessment process.

TSA utilizes a variety of assessment tools for both internal and external hiring to measure the degree to which an applicant possesses the education, competencies and/or knowledge, skills, and abilities necessary for successful job performance. These tools are available to assist you in achieving your goal to Select the Best, i.e., the candidate who best meets your needs. Some examples of assessment tools include rating schedules, written tests, work samples, training demonstrations, interviews, paper and pencil or computer-based tests (CBTs), questionnaires, application reviews, and assessment centers. For MAP positions, the most frequently used tools are application reviews, questionnaires, training demonstrations, and interviews.

Interviews, which are a very critical component of the candidate evaluation process, may be conducted by a panel or a single Hiring Manager and may be structured or unstructured. Interview results are also incorporated into the hiring process in different ways, depending upon the position being filled. For example, certain TSA positions require a structured (pass/fail) preliminary assessment interview of the minimally qualified candidates before a Best Qualified (BQ) candidate list can be established. A Hiring Manager may then decide to conduct unstructured interviews of the BQ candidates to complete the candidate evaluation process. You'll want to reserve sufficient time in your schedule for interviewing the candidates and making your selection. When you have made your decision, remember to notify appropriate officials, such as your HR servicing office, as soon as possible.

3a. Receive and Review the Certificate of Eligibles

TSA uses two types of Referral/Certificates:

1. **Category Grouping** (as required to be used under the President's Hiring Reform initiative and used most often by TSA)

- Best Qualified (BQ) - (may also use Highly Qualified, Well Qualified, More Qualified, and Qualified)
- Veterans Listed First (above Non-Veterans when veteran's preference applies)

2. **Numerical Ranking Referral** (used under very limited situations)

- CP/CPS Veterans First in Score Order
- All Other Candidates (Veterans and Non-Veterans) in Score Order
- Same Score - Veteran Goes First

When making a selection from an external certificate, you must adhere to Veterans' Preference rules that apply to external hiring process. If your Certificate of Eligibles contains one or more Veterans' Preference eligible, a non-Veteran cannot be selected until all Veterans' Preference eligible candidates are either selected or have declined the job offer.

If you wish to pass over/object to a preference eligible candidate, that objection must be sustained and approved by the TSA Administrator. Please reference TSA MD 1100.30-26, Interviews and/or Other Final Selection Processes, for additional information.

TSA MD 1100.30-26, Interviews and/or Other Final Selection Processes, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies

The charts accessible through the link below will walk you through the steps that you will take to access an online Certificate of Eligibles once you receive an email from HRAccess stating that one is available for your review. Should the staffing needs of your office change, it may sometimes be possible to request and receive additional candidates for consideration. In such circumstances, your office must submit a request to the HRAccess Help Desk, including the rationale for needing additional candidates, and HRAccess will coordinate and process your request.

Receiving and Reviewing Certificates, located at:

\\ihopvads1\ihop\Documentation Team\MAP Hiring Manager Guide\MAP Hiring Manager Guide v1\!SSL!\WebHelp\Baggage_Files\Receiving_and_Reviewing_Certificates.pdf

All applicant data, such as contact info, documentation, resume, is accessible online via the Monster Hiring Management system. Once you have reviewed the certificate, you can submit your feedback electronically to HRAccess.

3b. Prepare for Interviews

Interviews, which are a critical component of the candidate evaluation process, may be conducted by a panel or a single Hiring Manager and may be structured or unstructured. Interview results are also incorporated into the hiring process in different ways, depending upon the position being filled. For example, certain TSA positions require a structured (pass/fail) preliminary assessment interview of the minimally qualified candidates before a Best Qualified (BQ) candidate list can be established. A Hiring Manager may then decide to conduct unstructured interviews of the BQ candidates to complete the candidate evaluation process. You'll want to reserve sufficient time in your schedule for interviewing the candidates and making your selection.

The Occupational Questionnaire is just one method of obtaining information about and from candidates. Other methods can be used such as the Selecting Official Interview and the Structured Interview. (Selecting Official is another term for the Hiring Manager.)

Use of Selecting Official Interview

The Selecting Official Interview is an interview of the BQ candidates, administered at the discretion of the Selecting Official. A Selecting Official's interview may be conducted by the individual Selecting Official or by a panel and may be structured or unstructured in format. Selecting Official structured interviews have been developed by TSA OHC Organizational Assessment Services (OAS) for certain positions and most of these are available at:

HCinsight (Open the Tools menu and select **Structured Interview Bank**)

If you cannot find structured interview questions for a position or have other questions, you can contact **oad@dhs.gov**. If you write your own interview questions, they must be reviewed and approved by OAS, a process which may take up to 10 business days.

The results of a Selecting Official's interview may be used to guide the Selecting Official's final decision among candidates referred for potential selection.

Note: The Selecting Official's interview should not be confused with an assessment interview used at an earlier step in the candidate evaluation process to narrow the candidate pool and identify the BQ candidates from among all basically qualified applicants.

For more information, go to:

TSA MD 1100.30-26, Interviews And/Or Other Final Selection Processes, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Handbook to TSA MD 1100.30-26, Interviews And/Or Other Final Selection Processes, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks

The Selecting Official Interview is used to bring greater focus to job-related skills, knowledge and competencies and can be used to make distinctions among candidates. However, the interview cannot be used to eliminate candidates or change their ranking on the referral list/certificate.

Plan ahead. If you are not the only interviewer, be sure to identify candidate evaluation panel members and interviewers at the time you submit the request to fill the position. Training for interviewers is available on the TSA Online Learning Center. More information on this training can be found in the Structured Interview Guide, available at Structured Interview Bank [Web Link: https://hcinsight-hraccess.tsa.dhs.gov/]. Interviewers need to have been trained within the last 12 months or must have completed the training and sat on an interview panel within the last 12 months. Otherwise, they must take the training before sitting on the panel.

Set aside time for interviews early in the process, considering the schedules of those who may be assisting you. Make time on your calendar to review applications and resumes prior to the interviews. You'll also want to make sure interviews are scheduled so that you have time afterward to score candidates' responses and process the results.

Review Resumes

Resumes provide the Hiring Manager an understanding of a candidate's work experience. In the resume review, you can first identify how the candidate's work experience relates to the open position. Then you can focus on whether the candidate has the skills and experience necessary to do well on the job: Do the candidate's accomplishments and contributions in his or her past roles fit the criteria for job success? Are his or her experiences closely related (or relevant) to the job for which he or she is being considered? The

Hiring Manager may also look for signs of unsuitability, such as plateaus or declines in degrees of responsibility, or multiple episodes of short term employment. The reviewer may also assess the candidate's level of attention to detail and effort as demonstrated by the presence or absence of spelling and grammatical errors.

In addition, following these tips can better prepare you and your panel members for an interview:

1. Set aside time for reviewing resumes.
2. Verify panel member availability for resume review, if applicable.
3. Capture any notes or questions during your review of resumes that you may want to follow up on during the interview process.

Prepare to Evaluate Candidates

Following these tips will assist you in expediting the interview process and ensuring your success:

1. Consider your methodology of candidate review (e.g. structured interview, panel interview, phone interview, etc)
2. Verify that interview questions are up to date and linked to job requirements
3. Identify scoring criteria in advance of evaluation
4. If using an evaluation panel, provide members with all relevant materials
5. Arrange logistics, such as meeting room
6. Review candidate application and other relevant materials
7. Note the certificate expiration date
8. Complete your selection prior to that date

3c. Conduct Interviews

After the Certificate of Eligibles has been issued, interviews of the BQ candidates often take place during the final step of the assessment process. Be mindful that quality candidates are looking at many job opportunities. Conducting an effective and professional interview and making a timely decision are critical to a successful and quality hire. Efficiency in this process will also help ensure that the hiring timeline complies with TSA guidelines and goals.

Be mindful that quality candidates are looking at many job opportunities. Conducting an effective and professional interview and making a timely decision are critical to a successful and quality hire. Efficiency in this process will also help ensure that the hiring timeline complies with TSA guidelines and goals.

Interview Tips

An interview of the BQ candidates is administered at the discretion of the Hiring Manager. A Hiring Manager's interview may be structured or unstructured in format and conducted by the individual Hiring Manager or by a panel. The results of a Hiring Manager's interview may be used to guide the Hiring Manager's final decision among candidates referred for potential selection.

Structured Interviews

Structured interviews are a type of interview in which all candidates are asked the same questions in the same order to assess the critical general competencies required for the position. These questions are followed up using limited probes designed for each targeted competency and evaluated using a common rating scale. Interviewers must reach consensus on what constitutes preferable answers. Structured interviews have higher degrees of reliability, validity and legal defensibility. The structured interview bank on HCInsight provides questions, probes and benchmarks for the top 29 competencies found in TSA job descriptions.

To access these materials, go to:

Structured Interview Bank, located at:

https://hcinsight-hraccess.tsa.dhs.gov/

In contrast, unstructured interviews are not standardized in terms of questions or ratings scales and do not require consensus on acceptable answers. The unstructured interview is the best vehicle to gather additional information that improves understanding of the contents of the resume. Crafting questions that are non-discriminatory and that elicit the most informative and differentiated responses is the key to a successful interview process.

For additional information on conducting interviews, go to:

Handbook to TSA MD 1100.30-26, Interviews And/Or Other Final Selection Processes, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks

3d. Conduct Reference Checks

Reference checking will provide you with the details on a candidate's past job-related skills, accomplishments, work habits, and behaviors, all of which are factors to consider in evaluating whether or not your candidate is a fit for the job and the organization. Reference checks are not background investigations, nor are they a forum for the exchange of unsubstantiated information.

A complete guide to reference checks is provided in the TSA Handbook to MD 1100.30-26, *Interviews and/or Other Final Selection Processes*. It includes selecting reference providers, preparing for reference checks, sample standard reference check questions (in Appendix A), guidelines for Internet searches and documentation for the process. It also covers evaluating the results of the reference checks. You can find the TSA Management Directive on interviews and its handbook here:

TSA MD 1100.30-26, Interviews and/or Other Final Selection Processes, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Handbook to TSA MD 1100.30-26, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks

3e. Make Your Decision and Notify Officials

When you have made your decision, remember to notify appropriate officials, such as your HR servicing office, as soon as possible.

It is recommended that when making selections, Selecting Officials choose a back-up selectee in case the pre-hire process is not successful. Selected candidates may decline the offer, or may not be successful in the suitability examination. An available back-up selection will facilitate making an alternate selection more efficient and thus provide your office with the needed talent sooner.

You should notify your HR servicing office or other appropriate official of your decision as soon as possible. To complete the notification process, the Certificate of Eligibles must be returned with your selection and non selection decisions listed next to each applicant's name.

To return your certificate, navigate to the following web address, and utilize the certificate access instructions provided to your office when the certificate was issued:

https://hr.mgsapps.monster.com/tsa-ats/login.hms

When you have successfully logged in, you will be able to view all certificates associated with the JOA by following these steps:

1. Click the "Certificate Review" tab.
2. Enter the JOA number and the on-line certificate key (or the certificate password).
3. Next, you will see the Vacancy Details and Certificate Listing.
4. Click on a certificate to display the candidate names, in certificate order, as well as the links to an applicant's data.

Once you are within your certificate, you can annotate your selection decisions and submit the "Return to HR" option. Once selected, you will be prompted to enter any additional notes that you wish to provide to the servicing HR Specialist. Upon completion, select Submit to return your selections to HRAccess to begin the pre-hire process.

Note that returning a certificate does not close your certificate. Much like a document on your computer, you may submit the certificate multiple times and each time it will be documented in the recruitment case file in different time stamped versions. With this flexibility, your office may wish to return individual selections pending the final decision of the candidates that won't be selected (such as in large recruitment campaigns). Please do not return a certificate that indicates an applicant has not been selected if you may consider them for selection in the foreseeable future. Marking a candidate **not selected** will cause the applicant to be notified of their non selection and cause their application to halt in the hiring process.

3f. Determine Compensation Level

At this point, the Hiring Manager reviews the MAP automation worklists to validate the selectee and completes the Salary Tool to indicate the proposed compensation level.

TSA's Core Compensation System empowers Hiring Managers with flexibility in making pay-setting decisions, but managers are also held to a high standard of accountability for those decisions. Generally, pay for a new hire is set at the minimum of the selected pay band; however, there may be an occasion

when a candidate's current salary or other factors may warrant the consideration of setting pay at a higher level within the pay band.

The Core Compensation System

Management, Administrative, and Professional (MAP) positions are covered by TSA's Core Compensation System (CCS), which is the compensation management program outlining the policies, procedures, and guidelines used to determine the compensation of employees hired or assigned to these positions. As a general note, any reference to pay has the meaning of the rate of basic pay which is a rate of pay that excludes additional pay of any kind, such as locality pay, premium pay, etc., and is also commonly known as base salary. TSA's compensation management program embodies four primary policy themes:

1. Emphasizes performance, as individuals/organizations/agency.
2. Recognizes other factors, such as market value, internal equity, and breath of skills.
3. Provides greater flexibility.
4. Balances flexibility with budgetary controls.

The TSA Core Compensation System uses job series as defined by OPM and groups together those series that are performing similar work into these nine job categories:

1. Student
2. Clerical Support
3. Administrative Support
4. Technical Support
5. Paraprofessional
6. Professional
7. Technical
8. Engineering
9. Specialized (sub-divided into 5 distinct specialties or lines of work)

Within each job category are a standard number of career levels, reflecting increasing degrees of responsibility and complexity; and additional levels are established for supervisory and managerial positions in each job category. Each career level within each job category is assigned to one of 12 pay bands, which replace the General Schedule (GS) grades. The pay bands are broader than the GS grades; steps are eliminated; and there is no one-to-one relationship between GS grades and the pay bands.

TSA MD 1100.51-1, Position Management and Position Classification, provides more details on the job series and category groupings. You can also find the current TSA Core Compensation Plan Pay Chart under Additional Guidance, on the OHC Policy and Communications ishare site and a snapshot of the minimum/maximum basic pay rates at:

http://www.tsa.gov/join/careers/pay_scales.shtm

You can find more details on the job series and category groupings here:

TSA MD 1100.51-1, Position Management and Position Classification, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

To assist Hiring Managers with making pay setting decisions, the following policies and forms are available:

TSA MD 1100.53-7, Setting Pay Upon Appointment, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

TSA Form 1153-1, New-hire Salary Decision Tool, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

TSA MD 1100.57-3, Recruitment, Referral, Relocation, and Retention Incentives, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

TSA Form 1130, Recruitment, Relocation or Retention Incentive Service Agreement, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/forms/

These management directives provide policy guidance and a variety of helpful examples of real-life situations that managers may encounter in making pay-setting decisions. The TSA Form 1153-1 is especially useful because it provides a step-by-step walk-through of the new hire pay-setting process by touching on all of the important components of a compliant and supportable decision. By completing this form, a Hiring Manager is documenting that the following important factors were considered in arriving at the candidate's proposed TSA salary:

- Candidate's current salary
- Comparison to incumbent(s) in same or similar positions within the work group
- Other documented salary offers the candidate might have received
- Candidate's highest previous rate of pay
- Value of the Federal benefits package
- Recruitment incentive(s)
- Candidate's job-related experience, education level and training, special skills
- If the position is determined hard-to-fill

If a decision is made to set the candidate's pay at the minimum of the selected pay band, completion of the form is optional. However, if pay is set above the minimum of the selected pay band, completion of the form is required and if the candidate is hired, the fully executed form will be filed in the employee's electronic-Official Personnel File (e-OPF).

A snap shot of the numerous benefits available to TSA employees can be viewed at:

http://www.tsa.gov/join/benefits/index.shtm

This benefits information, along with the pay-setting resources, can help Hiring Managers understand the total compensation package available for TSA employees. With this total package information, Hiring Managers are then able to comparatively market their available positions.

3g. Job Offer is Made

Once notified of your selection decision, your HRAccess Specialist, acting on behalf of the Hiring Manager/Selecting Official, OHC, and the Agency, will extend the job offer to your selected candidate.

Note: Hiring managers should never make a job offer directly to the selected candidate.

4. Shape Early Experiences

You want the transition for your new employee to be a smooth one. Stay in touch with your HRAccess Specialist and communicate regularly with the selectee after the tentative offer has been made, so that he or she knows what is happening in the process. Your HRAccess Team will take care of the paperwork, while you work to make sure the appropriate workspace and work equipment requirements and any reasonable accommodations are in place. Keep in touch with the selectee while waiting for him/her to come on-board; let them know you really want him or her as part of your team. From Day One, you have the opportunity to make your new employee feel welcome and as a valued member of your staff.

4a. Follow Up on Orientation

Specific procedures and supervisory responsibilities for integrating new employees into the organization and providing them with the tools, resources, knowledge, and support necessary to become successful and productive employees are found at:

TSA MD 1100.30-23, On-boarding Process, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

Supervisor responsibilities include, but are not limited to:

- Designating an appropriate sponsor to assist each new employee;
- Placing a welcome call to the prospective new employee, or designating someone to do so, to discuss a possible starting date and providing the name of his/her sponsor;
- Working with the Business Management Office (BMO) to coordinate the new employee's Entry on Duty (EOD) date, and ensuring that arrangements have been made for all appropriate equipment, supplies, information, and required program and building access;
- Discussing the duties and responsibilities of the new employee's position and providing a JAT or SJD/JRCS for the position to the new employee;
- Providing a written performance plan identifying the specific performance expectations for which the new employee will be held accountable, and discussing these expectations with the new employee, within 30 days of his/her appointment;
- Scheduling the new employee's work hours and work schedule; and

- Informing the new employee about office requirements and procedures, including those related to leave and time and attendance.

On-boarding vs. Orientation

It is common to confuse on-boarding with orientation. Orientation is focused on assisting the new employee with the completion of their required HR related forms, is driven largely by HR requirements and includes things such as completing benefits forms (health insurance, life insurance, Thrift Savings Plan and so on) and orienting the individual to personnel-focused activities.

On-boarding, on the other hand, is a strategically focused process of acculturation spanning the time from acceptance of the job offer through the first six months of employment. It integrates senior leadership, stakeholders, managers and employees, and addresses all the employee's needs, including mentoring, training, networking, goals and productivity.

Orientation

- Transactional focus.
- Completed on line.
- Addresses HR-related new employee needs (benefits, pay, etc.).
- Owned and executed by HRAccess Team.

On-boarding

- Strategic focus.
- Builds engagement from first contact up to six months of employment. Starts before the employee's first day.
- Addresses all new employee needs (mentoring, training, networking, goals, productivity).
- Owned and managed by the employee's manager. Integrates senior leadership, stakeholders, managers, employees.
- Starts before the employee's first day.
- Integrates senior leadership, stakeholders, managers, employees.

The orientation process for TSA utilizes an automated online platform (EODonline) providing access to new hire forms for payroll, benefits, and other HR-related information. EODonline ensures all policies and compliance requirements are electronically acknowledged and tracked for all users. The EODonline process starts when the candidate accepts his/her final job offer from the HRAccess Team, thereby entering the Job Offer Accepted status. The Job Offer Accepted status triggers the EODonline system to send an email that welcomes the new hire to TSA.

The welcome email contains instructions on items to bring on orientation day, including photo identification for confirming and certifying identity for citizenship and employment eligibility verification. This letter contains the Entry on Duty date and the date by which the Pre-EOD Orientation process is to be completed. It also provides the link that the new hire is instructed to use to access the EODonline tool to complete the Pre-Orientation EOD process. The Pre-Orientation EOD process consists of an on-line training element to instruct the new hire on how to complete on-boarding forms which must be completed before the scheduled EOD.

Once the prospective employee accesses the online link, he/she can manage the benefits election process which will facilitate benefits and HR forms processing. All forms are completed in EODonline prior to EOD, although new hires can still manage their benefits election process for up to 60 days after orientation. New hire completion of EODonline is monitored and tracked by HR administrators or, in the cases of contractor executed airports and Headquarters, by the HRAccess Orientation Team.

Through EODonline, the new hire receives comprehensive, detailed information that includes the following:

- TSA History and Organization
- Code of Conduct
- Payroll and Time Reporting
- Federal Benefits Overview
- Federal Employees Group Life Insurance
- Federal Retirement Programs
- Supplemental Program
- Employee Personal Page

Information that is not provided via the EODonline system includes local office information, individual employee responsibilities, development opportunities and performance expectations, which should be provided by you, the on-site manager.

After the Pre-Orientation process is completed, the new hire attends the scheduled orientation where their citizenship and employment eligibility are confirmed. New hires are expected to present all necessary forms of identification or they may not be permitted to EOD. The new employee is sworn in as a Federal employee at orientation and receives an overview specific to the area to which he or she is assigned.

4b. Plan and Prepare for On-boarding

On-boarding is often described as the process of integrating new employees into an organization and equipping them to become successful and productive. It is an ongoing process and requires involvement from all levels. Investing time up front with your new employee and ensuring he or she has a strong foundation and positive on-boarding experience will have a big payoff in the future. You can use the time between acceptance of the tentative employment offer and the start date to maintain contact with the new employee. This will create a positive impression and reinforce the decision the new employee made to accept the employment offer.

Checklists can help in organizing the information you need to gather and present during the on-boarding process. When making use of these checklists in your organization, find a way to be creative - add questions, activities and resources, and make it fun and interactive for your new team member. Remember, the more you are able to do now to bring your new team member on board, the quicker he or she will be able to contribute to your team.

For an **On-boarding Checklist** to help you prepare for your new employee, go to:

TSA On-boarding Checklist, located at:

\\ihopvads1\ihop\Documentation Team\MAP Hiring Manager Guide\MAP

Objectives of On-boarding

- Increase employee engagement level
- Improve employee performance
- Increase level of relevant skills and competencies
- Increase employee retention

Benefits of Effective On-boarding

- Provides the critical link to helping your employee make a successful adjustment to the new job and become a productive member of the team.
- Fosters employee understanding of the organizational culture and values.
- Helps the new employee develop a positive working relationship by building a foundation of knowledge about the organization's mission, objectives, policies, structure and functions.
- Makes your employee feel welcome, and helps the new employee understand basic organizational procedures and become familiar with the bigger picture.
- Helps the employee understand his or her role, how he or she fits into the organization, how his or her job impacts other team members and the agency's mission and goals, helps the new employee to achieve objectives, and shortens the learning curve.
- Integrates employees into the team more quickly, gives a sense of accomplishment and validates their decision to come to work for you and your organization.

What Should You Be Prepared to Tell Your New Employee?

In some TSA organizations, the Hiring Manager assumes full responsibility for overseeing the on-boarding of new employees. In others, the BMO or HR Specialist and Hiring Manager share responsibilities. As you prepare to on-board your new employee, be sure to coordinate first with your BMO/HR Specialist.

What should you cover, and what information can the BMO/JR Specialist provide?

Typical questions to which the BMO/HR Specialist can respond:

- Where can I find the things I need?
- How do I find my way around my work area? Around the building? In the area?
- What do I need to know about safety and security in my work area?
- How and when do I get paid?
- What do I need to do to set up my work area?
- Where can I get office supplies?

Typical questions to which you will need to respond:

- Who do I go to for information and additional resources?
- What is this new job really about?
- What are my immediate priorities?
- What resources are available to help me do my job successfully?
- How is my work performance evaluated?
- Who are my teammates and what do they do?
- What are the work area policies?
- What are my hours?
- Who do I contact if I'm going to be absent?
- Where can I find Human Resources related information (e.g., benefits, eOPF, EPP, HRAccess)?

4c. Create a Successful Day One

Investing time up front with your new employee and ensuring he/she has a strong foundation and positive on-boarding experience will have a big payoff in the future.

On the first day at work, welcome your new employee, introduce that person to your staff and key personnel in your organization, and ensure that a staff sponsor or mentor has been assigned. Make sure that your new employee feels welcome from the first workday. Provide an on-boarding binder that includes information, instructions, and contact lists. Provide facility tours and substantive work as a part of the new employee's first experiences to make that person feel welcome and a valuable addition to the organization.

By properly welcoming the new employee on board, you will maximize the value of your investment in new talent by increasing his/her opportunity for greater productivity and the likelihood he/she will stay with the agency.

4d. Enhance Workplace Familiarity during the First Week

Help your new employee acclimate to the new work environment during the first week. Familiarize the new employee with key stakeholders with whom he or she will be dealing and with senior leaders. Discuss key contacts and the processes by which business is accomplished in the organization.

Schedule a meeting with your new employee during the first week to discuss his/her performance objectives, the connection to the organization's mission, and how he/she will be measured against these objectives. Schedule follow-up reviews to provide feedback on ways the new hire can optimize his/her performance.

4e. Develop Performance Plans and Evaluate Employees

TSA's Performance Management Program is intended to promote a culture of high performance and accountability, and to ensure that each employee knows what is required to accomplish his or her work successfully. TSA supervisors are expected to adhere to the requirements of this program.

Rating Officials are responsible for:

1. Establishing performance goals, weights, and standards for direct report employees that align with organizational goals.
2. Scheduling and conducting performance planning meetings, progress reviews and end-of-year reviews.
3. Signing and obtaining employee signatures on performance plans.
4. Observing, coaching, and providing feedback to employees.
5. Documenting and rating employees' performance.
6. Maintaining performance documents in accordance with this directive.
7. Providing regular updates to reviewing officials on workforce performance.
8. Obtaining reviewing officials' concurrence on employee appraisals prior to communicating those ratings to employees.

The performance appraisal period begins on January 1 or the employee's appointment date to his or her current permanent position, whichever is later, and ends on December 31 or until the employee has been on the performance plan for at least 90 days, whichever is later.

For additional information, refer to:

TSA MD 1100.43-3, Performance Management Program, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

TSA Handbook to TSA MD 1100.43-3, located at:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/Handbooks/

4f. Acculturation is Key for First 90 Days

What you do in the first few months of your new hire's employment is critical to integrating them into your organization and maximizing productivity. Schedule time during the first eight weeks to meet with your new employee, answer questions, and respond to any concerns he or she may have.

Seek out local training and development opportunities relevant to your new employee's position and competency level. Discuss options including free or low cost training opportunities with your new employee and encourage participation in events and training within your organization and within your organization's budget. You should also encourage your employee to seek out learning opportunities such as those found in classrooms, brown-bag sessions, and webinars to further enhance work related skills.

Monitor the new employee's performance during this initial period. Early identification of problems or performance that falls short of expectations, along with some specific guidance on how they may be corrected, will go a long way to correcting shortcomings. Also, ask for feedback on the new employee's on-boarding and early work experiences. Discussing early experiences with your new employee and getting feedback and suggestions to improve the on-boarding process can be of benefit to you and TSA for future new hires.

4g. Focus on Continuous Development during the Trial Period

TSA utilizes two basic types of trial periods. A Basic Trial Period is a period of time during which a supervisor monitors a new employee's performance and conduct to ensure his/her performance and conduct are at a sufficient level for continued employment. A Supervisory Trial Period is a period of time a new supervisor's performance and conduct are monitored to ensure his/her performance and conduct are at a sufficient level for continued employment in the supervisory position.

By TSA policy, supervisors are responsible for:

1. Monitoring an employee's performance and conduct during the basic trial period and/or supervisory trial period;
2. Initiating action to terminate the employee's employment, if at any point during the basic trial period, the supervisor determines an employee's performance and conduct are not at a sufficient level for continued employment; and
3. Initiating the appropriate action under the provisions of Section 7D of MD 1100.31-1, *Trial Periods*, for an employee who is serving a supervisory trial period and whose performance or conduct is not at a sufficient level for continued employment in the supervisory position.

The Basic Trial Period

Persons entering TSA employment on an appointment without time limitations must serve a basic trial period unless it is determined that the employee has previously met the requirements for serving a basic trial period.

An employee's basic trial period shall be two years from the effective date of his/her appointment unless the employee meets one of the exceptions outlined in MD 1100.31-1. For example, Veterans Preference eligibles have a one year trial period.

Important aspects of the Basic Trial Period include:

- An employee who has a break in service before completing a basic trial period must begin a new basic trial period upon appointment to a position requiring a basic trial period.
- Absence from work to perform duty with the uniformed services or because of a compensable injury does not extend the basic trial period.
- A detail or temporary promotion to another position, either within or outside TSA, does not affect the basic trial period; the time spent on detail or temporary promotion is credited toward completion of the basic trial period.
- If during the basic trial period an employee moves without a break in service to a different TSA position, he or she continues the basic trial period with the time in the preceding position credited toward completion of the basic trial period.
- An employee who has met the service requirements for completing a basic trial period with TSA will not be required to complete another basic trial period upon appointment to a different position.

The Supervisory Trial Period

The supervisory trial period provides TSA with an opportunity to assess a new supervisor's performance and conduct. The supervisory trial period is separate from the basic trial period discussed above. The supervisory trial period is one year and begins upon permanent appointment to the supervisory position.

Important aspects of the Supervisory Trial Period include:

- A TSA employee permanently assigned to a supervisory position must complete a supervisory trial period if the employee has never completed a supervisory trial or probationary period at TSA or through other Federal employment.
- A new supervisory employee, subject to both a supervisory trial period and a basic trial period, will serve both trial periods concurrently.
- An employee who has completed a supervisory probationary or trial period through other Federal employment, or has served more than one year in Federal employment as a supervisor, is not required to complete a supervisory trial period at TSA.
- A Federal supervisory employee who transfers to TSA without a break in service and who has served less than one year in a supervisory position must serve a TSA supervisory trial period. The time served in the previous Federal supervisory position is credited toward completion of the supervisory trial period.
- Absence from work to perform duty with the uniformed services or because of a compensable injury does not extend the supervisory trial period. The time in non-pay non-duty status due to military or compensable injury absence is credited toward completion of the supervisory trial period just as though the employee had remained in a pay and duty status.

For more information on Trial Periods, go to:

TSA MD 1100.31-1, Trial Periods, located at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

4h. Ask for and Provide Feedback

HRAccess has developed a survey for new hires that asks about satisfaction with job information, the recruitment & hiring process, and communication, but no survey can replace the face-to-face feedback of a conversation between a manager and a new hire.

Feedback from both the Hiring Manager and new employees provides information that is useful for evaluating the effectiveness of the hiring process. HRAccess has developed a survey for new hires that asks about satisfaction with job information, the recruitment & hiring process, and communication. The survey also asks for feedback on other issues related to the job, such as pay, benefits, work schedules, etc.

However, if you say you want feedback, then really want it. Otherwise it's just lip-service and everyone knows it. Show your new employee that you are truly interested in their opinions. New employees are so excited when they start. Leverage this excitement by asking for their feedback and you will keep that level of enthusiasm high.

The worst thing you can do, though, is to solicit employee feedback, and then do nothing with it. It is important to let your new employee know that they've been heard. Follow up on their issues and ideas. If possible and appropriate, do something with the feedback, then let them know the result.

Take time, also, to provide constructive feedback to alert your new employee to areas in which they can improve their performance. But be inclined to give positive feedback in the beginning and express your

appreciation for their efforts. Most people want to feel appreciated and your positive recognition will foster even more positive performance.

We are also interested in your experience with this MAP Hiring Guide. Consequently, we have developed the survey below to solicit your opinions and ideas for improving the Guide. Please take just a few moments of your time to let us know what we can do to make this tool for Hiring Mangers a better one.

Hiring Guide Feedback Survey, located at:

[insert link]

Hiring Manager's Checklist

This checklist serves as a guide to aid you during the hiring process. These are general guidelines - not all steps will apply in all cases. Depending on your experience with MAP hiring, the checklist will assist you with thought-provoking questions, aid you in completing your request to hire and prepare you for your conversations with your HR Specialist. The intent of this checklist is NOT to turn you into an HR professional; it is to provide you with a better understanding of your role in the hiring process and to assist you with actions that will help reduce the overall time to hire. Reaching out to your HRAccess Specialist will be vital throughout the process.

Throughout this checklist, you will notice links to detailed guidance on specific topics. Use this checklist to make notes and check off the steps as you proceed through the process for a particular hiring action. This is your working document; you are not required to submit it to anyone or even keep it as a matter of record.

The information in the checklist builds upon the information contained in the Four Phases of the Hiring Process.

1. Checklist for Prepare to Hire

1a. Review Your Workforce Plan

- ☐ Does your organization have an Operational Staffing Plan?
- ☐ If so, is this position included in the Staffing Plan?
- ☐ Is this position strategically aligned with the mission of the organization and does it meet the strategic objectives and goals of your program and the agency?
- ☐ Is this position on an approved organization chart and/or staffing plan as maintained by the BMO?

1b. Manage Your Positions to Your Table of Organization

- ☐ Does your organization have a Table of Organization?
- ☐ Does this vacancy already exist or are you anticipating this vacancy?
- ☐ Is this vacancy for a new or an existing position?
- ☐ If new, has this position been approved?

- ☐ Is there budgeting to support this position?

1c. Identify Your Talent Requirements and Have Your Position Classified

- ☐ What are the major responsibilities/duties/tasks the person in this position will perform?
- ☐ What are the skills and competencies needed to perform the duties of this position?
- ☐ How would you rank these skills in terms of critical importance for success in this position?
- ☐ What kind of experience is required for this position?
- ☐ What degrees/certifications/clearances are required for this position?
- ☐ Should this position be filled at the full performance level or is it better to fill it at the entry level with promotion potential?
- ☐ Are the duties, responsibilities, and core competencies described in the JAT (for L Band and field positions), or SJD and associated Job Request Cover Sheet (for Headquarters positions) accurate?

1d. Consider the Nature of the Position You Wish to Fill

- ☐ Do you plan to use competitive or non-competitive hiring procedures to fill this position? Non-competitive procedures can be used for:
    - Assignments within the same or equivalent job category
    - Reinstatements of eligible candidates
    - Conversions of eligible candidates to permanent appointments under special appointing authorities
    - Reclassifications
    - Transfers from other Federal agencies
    - Selections under Priority Consideration procedures resulting from corrective action associated with a previous assignment action, for example, failure to receive proper consideration for a promotion.
    - Placement of permanent TSA employees who are eligible to exercise their return rights to a position in the United States under TSA MD 1100.30-16, Foreign Duty Assignments and Return Rights.
- ☐ Will you need to exercise Direct Hire Authority? (If you are able to demonstrate that you have a critical hiring need or have experienced recruitments resulting in a severe shortage of candidates for any other type of position, you can submit a request through internal channels to obtain approval from the Assistant Administrator for Human Capital for its use.)
- ☐ Have you considered filling this position with a former Federal Employee? (A former Federal employee of any agency [this means Executive agencies, the U.S. Postal Service, and the Postal Rate Commission] who held a permanent (not time limited) appointment can be non-competitively

appointed to a TSA position that is comparable in terms of occupational series/job category and promotion potential/career progression.)

- ☐ Have you considered filling this position with an active Federal employee from another agency? (A current Federal employee of any Federal agency [this means Executive agencies, the U.S. Postal Service, and the Postal Rate Commission] who holds a permanent (not time limited) appointment can be non-competitively appointed to a TSA position that is comparable in terms of occupational series/job category and promotion potential/career progression.)
- ☐ Would this position best be filled with a Temporary employee or a Permanent employee? (An individual may be appointed for up to two years when the need for their services is not permanent AND the position has not been filled by a noncompetitive temporary appointment for an aggregate of 24 months within the preceding three year period.)
- ☐ Should this position be filled with a Full Time or a Part Time employee?
- ☐ Are there specific requirements that candidates should know to consider this position, including travel requirements, overtime, seasonal peaks, etc.?

1f. Plan a Candidate Evaluation Strategy

- ☐ Do you want to conduct an assessment in addition to having candidates evaluated using the application's occupational questionnaire? (The Occupational Questionnaire is an automated assessment tool that is part of the application process.)
- ☐ What type of assessments should be used in the selection process? (For MAP positions, the most frequently used tools are application reviews, questionnaires, training demonstrations, and interviews.)
- ☐ Are all criteria to be used for assessing candidates linked to job requirements?
- ☐ Have all assessment tools that will be used been issued or reviewed, and authorized for use by appropriate staff in OHC?

1g. Complete and Submit an RPA

- ☐ When does the RPA need to be submitted in order to get the new hire on board by the desired fill date?
- ☐ Have you initiated the recruitment RPA and attached all the appropriate documents?

1h. Conduct a Strategic Conversation and Agree to a Recruitment Timeline with Your HR Specialist

- ☐ When does this position need to be filled by?
- ☐ How much lead time is required to complete the hiring process and get the new hire on board?
- ☐ Have you set a Recruitment Timeline with a HRAccess Specialist?

2. Checklist for Recruit Top Talent

2a. Choose the Best Recruitment Strategy

- ☐ In keeping with the competencies needed for this position, what applicant sources would best meet your needs?
- ☐ Is this a hard-to-fill position based on position requirements or location?
- ☐ What might attract candidates to this position?
- ☐ What hiring flexibilities should be used in recruiting?
- ☐ What are your competitors doing to attract candidates?
- ☐ Are there special populations, such as veterans, students, or persons with disabilities whom you would like to target for this position?
- ☐ What programs/benefits does your organization offer? For example Recruitment, Referral, Relocation or Retention incentives; telework; Alternative Work Schedule; Student Programs, etc.
- ☐ To what associations might potential candidates belong?
- ☐ Where might potential candidates be currently working?

2b. Use a Job Opportunity Announcement

- ☐ Will you use a standard JOA for your recruitment?
- ☐ Does the minimum qualification statement on the JOA accurately represent the minimum experience a person needs to enter into this position?

2c. Decide on the Area of Consideration

- ☐ Do you want to use an internal JOA (TSA-wide) or an external JOA (TSA-wide, and/or Government-wide and/or All Sources) or both?

2d. Determine Length of Time the JOA should be Open

- ☐ How long should the JOA be open? (JOAs are generally open on USAJOBS from 5 calendar days to 2 weeks. Extensions may be requested.)

2e. Assist in Recruiting

- ☐ Have you contacted the HRAccess Recruitment team to offer advice and/or assistance in recruiting for this position?
- ☐ What have you done to help attract quality candidates to apply for this position?
- ☐ How does your organization stand out from others?
- ☐ Why should job candidates want to work for you?

- ☐ What is the professional development potential for this position? (Be able to describe the career progression to which this position might lead.)
- ☐ What interesting story or significant history can you share about your organization?

3. Checklist for Select the Best

3a. Receive and Review the Certificate of Eligibles

- ☐ Have you noted the certificate expiration date and completed your selection prior to that date?

3b. Prepare for Interviews

- ☐ What, if any, are your organization's policy/ requirements on interviewing candidates?
- ☐ Will you conduct interviews? (Selecting Officials may decide to conduct a Selecting Official's interview of some, none, or all of the candidates referred for potential selection for a position)
- ☐ Will you conduct interviews alone or by panel? (Use of a panel interview to conduct Selecting Official's interviews is recommended when the Selecting Official believes that having more than one interviewer would be valuable. When a panel is used, the interview must be in a structured format. When the position being filled is managerial, and at the K pay band level or above, the panel format must be used if the Selecting Official elects to utilize a Selecting Official's interview before making a selection.)
- ☐ Is an OHC-developed Selecting Official interview available? (If OHC has developed a Selecting Official's interview to be used in making selections for positions of a specific type, that interview must be used without modification if a Selecting Official decides to utilize a Selecting Official's interview to fill such a position.
- ☐ Do you need to develop interview questions? In the absence of an OHC-developed Selecting Official's interview, the Selecting Official may choose to develop a Selecting Official's interview. A structured format is recommended. Selecting Officials should refer to the OPM publication, *Structured Interviews: A Practical Guide* (available at www.opm.gov), for guidance in developing a Selecting Official's interview when an OHC-developed Selecting Official's interview has not been established for a specific type of position. If you develop your own interview questions, they must be reviewed and approved by TSA OHC prior to their use.
- ☐ If by panel, who will be the panel members?
- ☐ Who are the subject matter experts in your organization or others who might be helpful in the resume screening and interviewing process?
- ☐ What questions will you ask during the interview?
- ☐ What criteria will you use to assess responses to interview questions?
- ☐ Have you set aside time for reviewing résumés and conducting interviews?
- ☐ Have you reviewed references?

- ☐ Based on your review of résumés, have you captured any notes or questions that you want to follow up on during the interview process?
- ☐ If you are using a panel, have you verified panel members' availability for résumé review and interviews?
- ☐ Have you determined candidate schedule availability?

3c. Conduct Interviews

- ☐ Do you need to clarify the candidates' credentials or any other essential job requirements during the interview?
- ☐ Do you need to determine the candidates' competencies that are not readily identified or assessed from reviewing résumés?
- ☐ Will your candidates need an opportunity to ask questions about your job vacancy and organization to determine their fit and continued interest?
- ☐ Have you informed each candidate of their requirement to maintain discretion in discussing the interview questions (or any other information related to candidate evaluation) with other candidates so as not to give an actual or perceived advantage to any candidates?
- ☐ Have you been mindful not to provide information to the candidate on his/her interview performance in comparison to other candidates?
- ☐ Have you been mindful that during interviews, candidates are evaluating you and your organization?
- ☐ Have you ensured that the candidate's experience in the interview is a good one?
- ☐ Have you ended the interview on a professional, friendly note?

3d. Conduct Reference Checks

- ☐ Will you be conducting reference checks? (The Selecting Official may, at his/her discretion, elect to conduct reference checks on some, none, or all of the BQ candidates referred for potential selection for a position.)
- ☐ Have you conducted reference checks? (Reference checks will be conducted after all other assessments and selection processes have narrowed the candidate pool to a select few and before the Selecting Official's final selection decision.)
- ☐ During your reference checks, did you focus only on a candidate's past job-related skills, accomplishments, and behaviors that are substantiated by reference providers' experience working with, or directly observing, the candidate?

3e. Make Your Decision and Notify Officials

- ☐ To what extent do the candidate's skills and experience align with the daily activities and expectations for this position?

- ☐ Does the candidate possess key characteristics and work behaviors that fit your organizational environment and culture?
- ☐ Have you adhered to Veterans' Preference rules? (When making a selection from an external certificate, you must adhere to Veterans' Preference rules that apply to external hiring process. If your Certificate of Eligibles contains one or more Veteran Preference eligibles, a non-Veteran cannot be selected until all Veteran Preference eligible candidates are either selected or declined the job offer.)
- ☐ Have you considered alternate selectees in case your selectee declines or is unable to meet pre-employment requirements?
- ☐ Have you annotated the Certificate of Eligibles and returned it to the HRAccess Specialist by selecting a disposition for each candidate?

3f. Determine Compensation Level

- ☐ Can you match your competitors' salary offer?
- ☐ If not, what other nonmonetary options can you offer that are also available to current employees in your organization?
- ☐ Have you completed the salary tool for the selection(s)? Generally, pay for a new hire is set at the minimum of the selected pay band; however, there may be an occasion when a candidate's current salary or other factors may warrant the consideration of setting pay at a higher level within the pay band.

3g. Job Offer is Made

- ☐ Did your selectee decline the offer?
- ☐ If your selectee declined the final job offer or did not successfully complete the pre-employment process, have you discussed your options with your HR professional?

4. Checklist for Shape Early Experiences

4a. Follow Up on Orientation

- ☐ Did you stay in touch with the new employee from the time the tentative job offer was extended and accepted through the conditions of employment to the time the final job offer was accepted as a commitment to join your staff?
- ☐ Has the new employee completed all on-boarding requirements?
- ☐ Does the new employee have any questions or need any assistance in completing any outstanding benefits forms?

4b. Plan and Prepare for On-boarding

- ☐ Have you designated a sponsor to assist the new employee?

- ☐ Have you placed a welcome call to the prospective new employee, or designated someone to do so, to confirm their starting date, inform him/her about first day logistics, and provide the name of his/her sponsor?
- ☐ Have you arranged for the setup of the selectee's work desk and other equipment such as computer and telephone that he or she may need prior to his/her first day?
- ☐ Have you coordinated a welcome packet, welcome letter or compiled other organizational information?
- ☐ Have you taken a moment to add a personal note to the packet?
- ☐ Have you considered placing a welcome note on the new employee's desk?
- ☐ Have you coordinated on-boarding of the new employee with your BMO or local HR Specialist?

4c. Create a Successful Day One

- ☐ Have you introduced your new employee to your organization?
- ☐ Have you made sure your new employee receives a tour of the building, the office and essential facilities?
- ☐ Have you provided a staff contact list to your new employee?
- ☐ Have you facilitated networking opportunities for your new employee with individuals across your organization?
- ☐ Have you made your new employee feel comfortable?

4d. Enhance Workplace Familiarity During the First Week

- ☐ Have you provided a copy of the employee's JAT or SJD and/or Job Request Cover Sheet to the employee?
- ☐ Have you informed your new employee about office requirements and procedures, including those related to leave and time and attendance?
- ☐ Have you provided your new employee with a clear explanation of their first assignment?
- ☐ Have you introduced key stakeholders, senior leaders, co-workers and other managers to your new employee?
- ☐ Have you provided information about the organization, including the organization chart, and gone over everyday aspects of the job?
- ☐ Have you considered planning a lunch with your new employee and co-workers?
- ☐ Have you checked in with your new employee to see how he/she has settled into the office?

4e. Develop Performance Plans and Evaluate Employees

- ☐ Have you provided a written performance plan identifying the specific performance expectations for which your new employee will be held accountable, and discussed these expectations with your new employee, within 30 days of his/her appointment?
- ☐ Have you ensured your new employee clearly understands his/her performance objectives and how he/she links to the mission of your organization?
- ☐ Have you ensured he/she understands how he/she will be measured?
- ☐ Have you provided early informal reviews to put your new employee on track with feedback he/she can use to optimize his/her performance?

4f. Acculturation is Key for the First 90 Days

- ☐ Have you scheduled time during the first eight weeks to meet with your new employee, answer questions, and respond to any concerns he/she may have?
- ☐ Have you sought out local training and development opportunities relevant to your new employee's position and competency level?
- ☐ Have you discussed development options with your new employee and encouraged them to participate in events and training?

4g. Focus on Continuous Development during the Trial Period

- ☐ Have you monitored your new employee's performance and conduct during the basic trial period and/or supervisory trial period?
- ☐ Have you provided your new employee with performance feedback on a regular basis (after the first 90 days) in a supportive manner, applauding good work and progress and addressing any "problems"?

4h. Ask for and Provide Feedback

- ☐ Have you discussed early experiences with your new employee and offered to answer questions?

Frequently Asked Questions

Workforce Planning

1. **Question:** What is workforce planning?

   Answer: Workforce planning is the systemic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. It is based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet human capital goals and objectives that link to the agency's mission and strategic objectives.

2. **Question:** Why is workforce planning important?

   Answer: The workforce planning process is intended to result in planned, programmed actions to fill vacancies and shape the workforce with the right talent, at the right time to meet mission needs. Workforce planning enables an organization to:

   - Align workforce requirements directly to the agency's strategic and annual plans
   - Develop a comprehensive picture of where gaps exist between competencies the workforce currently possesses and future competency requirements
   - Identify and implement gap reduction strategies
   - Make decisions about how best to structure the organization and deploy the workforce
   - Identify and overcome internal and external barriers to accomplishing strategic workforce goals.

Job Opportunity Announcements

1. **Question:** How do I attach the draft document once changes are made, and how will you know which one is the latest version?

   Answer: Place the revised draft in a Word document to attach to the RPA via the "Manage Attachments" radio button. You can indicate the latest version by entering "Revision 1" to the Word document before attaching it in RPA.

2. **Question:** I need to make a change to the duties and/or technical requirements on the cover sheet. Can I do that?

Answer: Yes; however, we will need to return the RPA to you to make the changes. The Classification team will also need to review it again to make sure the changes do not affect the classification status.

3. **Question:** I need to change the number of vacancies from 1 to 5 for the vacancy. Do I need to change this information in the RPA, or can I send an e-mail requested this change?

   Answer: You can forward an e-mail requesting the change and we will attach it to the RPA.

4. **Question**: How do I know which file is the Draft in RPA?

   Answer: The title of the file for review and approval will have a naming convention similar to the following: Draft for Review, or Reviewer. 2, etc.

5. **Question:** Can we advertise a Transportation Security Inspector (TSI) G/H position?

   Answer: We cannot advertise for a TSI G/H band because the Writing Skills Assessment is a requirement for the G band only, which results in a unique "hiring path" and Candidate Dashboard.

Candidate Evaluation

1. **Question:** What are the differences between structured and unstructured interviews?

   Answer: Structured interviews are a type of interview in which all candidates are asked the same questions in the same order to assess the critical general competencies required for the position. These questions are followed up using limited probes designed for each targeted competency and evaluated using a common rating scale. Interviewers must reach consensus on what constitutes preferable answers. In contrast, unstructured interviews are not standardized in terms of questions or ratings scales and do not require consensus on acceptable answers. If you choose to conduct a structured interview, the structured interview bank on HCInsight provides questions, probes and benchmarks for the top 29 competencies found in TSA job descriptions. To access these materials, go to HCInsight, under the "Tools" menu, see "OHC Interview Materials."

2. **Question:** What is a Selecting Official Interview?

   Answer: The Selecting Official Interview is an interview of the BQ candidates, administered at the discretion of the Selecting Official. A Selecting Official's interview may be structured or unstructured in format and conducted by the individual SO or by a panel. The results of a

Selecting Official's interview may be used to guide the Selecting Official's final decision among candidates referred for potential selection. The Selecting Official's interview should not be confused with an interview used at an earlier step in the candidate evaluation process to narrow the candidate pool and identify the BQ candidates from among all basically qualified applicants. For more information, see TSA MD 1100.30-26.

3. **Question:** What is the purpose of a reference check?

Answer: Reference checking will provide you with the details on a candidate's past job-related skills, accomplishments, work habits, and behaviors, all of which are factors to consider in evaluating whether or not your candidate is a fit for the job and the organization. Reference checks are not background investigations, nor are they a forum for the exchange of unsubstantiated information. A complete guide to reference checks is provided in the TSA Handbook to MD 1100.30-26.

4. **Question:** What should I focus on when reviewing resumes?

Answer: In the resume review, you can first identify if the candidate has the basic qualifications required for the job. Basic qualifications should include being able to see the one year of specialized experience or the educational degree (if this is one of the qualification requirements) specified for the position. Then you can focus on whether the candidate has the skills and experience necessary to do well on the job: Do the candidate's accomplishments and contributions in his or her past roles fit the previously defined criteria for job success? You may also look for signs of unsuitability, such as plateaus or declines in degrees of responsibility, or multiple episodes of short term employment.

Veterans' Preference

1. **Question:** Does TSA provide a hiring preference to Veterans?

Answer: TSA is committed to supporting the employment of Veterans and provides a hiring preference to eligible Veterans. See question #4 below for specific information on how Veterans' Preference is applied at TSA.

2. **Question:** Does TSA follow the policies and procedures from the Office of Personnel Management?

Answer: In 2001, Congress passed the Aviation and Transportation Security Act (P.L. 107-71) which established TSA as an Excepted Service agency. As a result, TSA is not governed by most of Title 5, United States Code, or the policies and procedures established

by the Office of Personnel Management. However, TSA does provide Veterans' Preference to eligible applicants (see question #4 below). In addition, certain requirements and qualifications for some of TSA's mission critical positions such as the Transportation Security Officers and the Federal Air Marshals are based in statute and may not be adapted.

3. **Question:** How does a Veteran apply for employment with TSA?

Answer: Our standard process is for applicants to apply directly to open JOAs. TSA JOAs are posted on USAJOBS at: www.USAJOBS.opm.gov or https://tsajobs.tsa.dhs.gov. On the USAJOBS website, the candidate can click on the tab at the top of the page labeled "My USAJOBS" to create an account. This will allow the candidate to do certain things online, such as posting a resume, applying to Federal jobs, and receiving automated job alerts. They may set up automated job alerts to send the candidate an email each time a TSA JOA is posted.

4. **Question:** How is Veterans' Preference applied at TSA?

Answer: Preference consists of giving qualified, eligible Veterans an advantage over others when recruiting under competitive external procedures (i.e., announcements open to anyone in the general public). Depending on the position being filled and the evaluation method being used, it may mean adding 5 or 10 points to a candidate's earned score or placing the Veteran ahead of other candidates in a ranking category. TSA will provide preference at the point of selection to eligible Veterans who were discharged or released from military service under honorable conditions. Veterans' Preference is only applicable when the applicant applies under external procedures. This means current TSA employees do not receive Veterans' Preference when applying under the internal merit promotion procedures.

Transportation Security Officer positions: TSA provides the broadest application of Veterans' Preference in the Federal Government by applying Veterans' Preference as defined in P.L. 107-71 and to those individuals eligible under the provisions of Section 2108 of Title 5 United States Code (USC). To be eligible for Veterans' Preference under P.L.107-71, a candidate must be a member or former member of the U.S. Armed Forces, and entitled under statute to retired, retirement or retainer pay. Information on eligibility for Veterans' Preference under 5 USC §2108 can be found on the OPM website at www.opm.gov.

All other TSA positions: TSA provides preference at the point of selection to those eligible for Veterans' Preference as defined under the provisions of 5 USC §2108. Information on eligibility for Veterans' Preference under 5 USC §2108 can be found on the OPM website at www.opm.gov.

5. **Question:** How does an applicant claim Veterans' Preference?

Answer: The applicant must identify their claim for Veterans' Preference on the application and provide proof of their entitlement by submitting appropriate documentation such as a copy of their DD-214, Certificate of Release or Discharge from Active Duty (Member 4 copy). If claiming a disability, they must submit an SF-15, Application for 10 Point Veteran Preference, (this form is available at: http://www.opm.gov/forms/pdf_fill/SF15.pdf) and the appropriate documentation from the military service or a current letter of disability from Department of Veterans Affairs.

6. **Question:** Can military personnel apply for a vacancy while on active duty?

Answer: TSA will consider applications from individuals, not already employed by TSA, who are about to be released from active duty military. Such an applicant will be removed from consideration if not separated or released from active duty prior to the effective date for filling the position. This does not apply to individuals on terminal leave from U.S. military service. A member of the uniformed service may accept a civilian position if they have performed active duty service and are on terminal leave pending separation or release from active duty under honorable conditions. In addition, current TSA employees who are absent for the purpose of performing military duty may apply for any vacancy announced in their absence and will be given consideration for vacancies as if they were present in their TSA civilian positions.

MAP Hiring Guide: Key Terms and Definitions

Term	Definition
Hiring Requirements	
Merit System Principles	Stipulations governing the federal hiring process that are codified at 5 USC 2301.
Prohibited Personnel Practices	Prohibited federal hiring practices that are codified at 5 USC 2302.
President's Memo on Hiring Reform	Presidential Memorandum released 5/11/2010 that launched a comprehensive initiative to address major, long-standing impediments to federal recruiting and hiring. Key initiatives included the elimination of written essays, the use category rating, increased managerial accountability and involvement, and other improvements.
Hiring Methods	
Competitive Hiring	Method used when candidates apply to a job opportunity announcement and qualified candidates are evaluated against job-related selection criteria. Competitive procedures must be used for permanent assignments unless the action is an exception to competitive procedures as outlined in the TSA MD 1100.30-4 Handbook.
Non-competitive Hiring	Method used to place a candidate in a position without the use of competitive procedures associated with a job opportunity announcement.
Direct Hire Authority	Method used to hire a minimally qualified candidate without competition in cases where there is a critical hiring need or a severe shortage of candidates, e.g., Information Technology, SV-2210-G band and above; Medical Officer, SV-0602, Nurse, SV-0610, etc.
Hiring Actions	
Appointment	Personnel action that brings an individual onto the rolls of TSA.
Change to lower band/grade (demotion)	Personnel action that moves an employee to a position at a lower band level.
Conversion	Personnel action that moves an employee from a position in the competitive service to a position in the excepted service, or that moves an employee from a position in the excepted service to another position in the excepted service under a different appointment authority.
Promotion	Personnel action that changes an employee to a position at a higher band level.
Reassignment	Personnel action that moves an employee from one position to another without a change in band or pay.
Reinstatement	Non-competitive appointment of a former federal employee from another agency to a TSA position that is comparable in terms of job category and promotion potential.

Term	Definition
Transfer	Non-competitive appointment of a current federal employee from another agency to a TSA position that is comparable in terms of job category and promotion potential.
Types of Hiring Consideration	
TSA Interchange Agreement	Agreement between TSA, an excepted service agency, and the Office of Personnel Management that allows most permanent TSA employees to be considered for positions in competitive service agencies.
Priority Consideration	Procedures resulting from a corrective action associated with a previous assignment action, for example, failure to receive proper consideration for a promotion.
Preparing to Hire	
Workforce Planning	Process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow, based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet human capital goals and objectives that link to the agency's mission and strategic objectives.
Table of Organization	Process focused on formalizing the results of workforce planning by creating an accurate set of positions with all of their attributes, e.g., series, band, location, etc.
Position Classification	Systematic process for analyzing and categorizing positions according to similarities and differences in duties, responsibilities, and qualifications.
Job Analysis Tool (JAT)	Standard document used to record core duties and responsibilities, competency requirements, position title, series, category, and pay band for L band and field positions.
Standard Job Description (SJD)	Standard document used to identify and record the same information included on the JAT for positions located in TSA Headquarters.
Job Request Cover Sheet (JRCS)	Document used by a Headquarters program office in conjunction with the SJD to officially indicate the "job specific criteria" of a particular position within the context of a program office's mission. The JRCS covers the most significant duties as well as the knowledge, skills, and abilities and technical competencies/requirements specific to a particular position.
Hiring Incentives	
Recruitment Incentive	Amount that may be paid to an employee newly appointed to the Federal Government, or re-appointed following a 90-day break in service, to a position that is difficult to fill.
Relocation Incentive	Amount that may be paid to a current TSA employee, or to an employee hired by TSA from another Federal agency, who must relocate to a position in a new geographic area that is difficult to fill.

Term	Definition
Retention Incentive	Amount that may be paid to an employee with unusually high or unique qualifications, or in cases where a special need for the employee's services makes it essential to retain the employee who would likely leave TSA without the incentive.
Job Opportunity Announcements	
Occupational Questionnaire	Automated assessment tool that is part of the job opportunity announcement used to evaluate experience along with general and technical competencies.
Area of Consideration	Definition of applicants who may be considered under a specific job opportunity announcement, e.g., all U.S. citizens, current and former permanent federal employees, all permanent TSA employees, etc.
Candidate Referral	
Category Grouping	Evaluation and referral method where qualified candidates are placed in categories based on pre-determined, job-related criteria. Selection is generally made from the Best Qualified category, and preference eligibles are listed ahead of and must be selected before non-preference eligibles.
Numerical Ranking	Referral method where applicants are listed in point score order on certificates of eligibles. Candidates are considered in groups of three, and higher-ranking preference eligibles must be selected ahead of lower-ranking non-preference eligibles.
Selecting Official Interview	Interview of the Best Qualified candidates, administered at the discretion of the Selecting Official, that may be structured or unstructured in format and conducted by the individual Selecting Official or by a panel.
Structured Interview	Interview in which all candidates are asked the same questions in the same order to assess the critical general competencies required for the position and are evaluated using a common rating scale.
Hiring Systems	
Integrated Hiring Solution	System that leverages an integrated technology suite to meet the needs of the hiring process through automation and data integration beginning with the job announcement process and continuing through employee on-boarding.
EODonline	Automated tool used by applicants to complete the pre-orientation entry on duty process.

Abbreviations and Acronyms

Acronym	Definition
AA	Assistant Administrator
AOC	Area of Consideration
ATSA	Aviation and Transportation Security Act
AWS	Alternative Work Schedule
BMO	Business Management Office
BQ	Best Qualified
CBT	Computer Based Test
CCS	Core Compensation System
CRI	Career Resident Intern
CWS	Compressed Work Schedule
CY	Calendar Year
DAA	Deputy Assistant Administrator
DHS	Department of Homeland Security
DOT	Department of Transportation
EOD	Entry on Duty
e-OPF	Electronic Official Personnel File
ETSO	Expert Transportation Security Officer
FAM	Federal Air Marshal
FAMS	Federal Air Marshal Service
FT	Full Time
FTE	Full Time Equivalent
FWS	Flexible Work Schedule
GS	General Schedule
HR	Human Resources
I/O	Industrial/Organizational
IHS	Integrated Hiring Solution
IWD	Individuals with Disabilities
JAT	Job Analysis Tool
JOA	Job Opportunity Announcement
JRCS	Job Request Cover Sheet
KSAs	knowledge, skills or abilities
LM	Lockheed Martin
LTSO	Lead Transportation Security Officer
MAP	Management, Administrative and Professional
MRN	Master Record Number

Acronym	Definition
MSS	Manager Satisfaction Survey
MTSO	Master Transportation Security Officer
NTE	Not-to-Exceed
OAS	Organizational Assessment Services
OHC	Office of Human Capital
OPM	Office of Personnel Management
PMF	Presidential Management Fellow
PMFP	Presidential Management Fellows Program
PMODS	Position Management and Organization Design Service
PT	Part Time
RHSC	Recruitment and Hiring Service Center
RPA	Request for Personnel Action
SCEP	Student Career Experience Program
SEEP	Student Educational Employment Program
SJD	Standardized Job Description
SMEs	Subject Matter Experts
SO	Selecting Official
STEP	Student Temporary Employment Program
STSO	Supervisory Transportation Security Officer
SVSP	Student Volunteer Service Program
TDP	Test-Dependent Position
TOrg	Table of Organization
TSES	Transportation Security Executive Service
TSA	Transportation Security Administration
TSO	Transportation Security Officer
USC	United States Code
USERRA	Uniformed Services Employment and Reemployment Rights Act of 1994
WFP	Workforce Planning

Background

Hiring Reform in the Federal Government

The Federal Civilian hiring process is governed by law, regulation, and other guidelines to ensure fairness and equity.

To learn about Hiring Reform in the Federal Government, go to:

http://www.dhs.gov/xabout/careers/gc_1283884569627.shtm

In May 2010, President Obama announced his plans for hiring reform in the Federal Government, issuing the following key directives for Agencies to execute no later than November 1, 2010:

1. Eliminate essay-style questions
2. Allow individuals to submit resumes and cover letters
3. Require increased involvement and accountability of Hiring Managers and supervisors
4. Improve the quality and speed of hiring notification of application status via USAJobs

To read the President's memorandum on Improving the Federal Recruitment and Hiring Process, go to:

http://www.whitehouse.gov/the-press-office/presidential-memorandum-improving-federal-recruitment-and-hiring-process

In this memorandum, the President also points out that agency managers and supervisors must assume a leadership role in recruiting and selecting employees from all segments of our society.

He goes on to direct that agency heads will require that managers and supervisors with responsibility for hiring are:

1. More fully involved in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and, when applicable, the interviewing process; and
2. Accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service.

The direction provided in the memorandum serves to underscore the fact that recruiting and selecting the best talent for the agency is a primary responsibility of a Hiring Manager. The importance of this task cannot be overestimated. Ensuring that the agency has a skilled and talented workforce is critical to ensuring the accomplishment of the agency's mission.

The Department of Homeland Security (DHS) has subsequently issued guidance to its components requiring that all Hiring Managers receive training on effective, efficient, and timely ways to recruit and hire well-qualified individuals. In response to this DHS directive, TSA delivered training on hiring for MAP positions to over 1,700 Hiring Managers during CY 2011. Additionally, this Hiring Guide serves as a training tool to assist Hiring Managers in understanding the overall hiring process and in carrying out their responsibilities.

TSA is dedicated to achieving the goals established by the President. The focus areas outlined by the President are timeliness, plain language and streamlined announcements, communication with

applicants, development of supporting automation, and involvement and accountability of Hiring Managers.

Hiring Managers must do their part in reducing the time it takes to bring their new employees on board, which includes proper planning, determining an adequate open period for Job Opportunity Announcements, making selections and returning referral lists without delay, and identifying security requirements for their positions. The Office of Personnel Management has set a government-wide goal of achieving an 80-day hiring timeline, beginning with the manager's request for the recruitment action and ending on the new employee's first day on the job. Hiring Managers play an important role in the attainment of that goal.

MAP Hiring at TSA

Hiring at TSA to fill Management, Administrative, and Professional positions is unlike hiring conducted at most other Federal agencies. TSA is an Excepted Service Agency established under the authority of Public Law 107-71, The Aviation and Transportation Security Act. This law gave TSA flexibility that other agencies do not have, but within a framework that ensures fair practices.

There are two broad classes of jobs in the Federal government:

- The Competitive Civil Service. Competitive Civil Service jobs fall under the jurisdiction of the Office of Personnel Management (OPM) and are subject to the civil service laws passed by Congress.
- The Excepted Service. Excepted Service jobs may fall under OPM's jurisdiction, or may be authorized under specific legislation. These positions are not subject to most appointment, pay, and classification rules under Title 5 United States Code.

TSA is an Excepted Service Agency established under the authority of Public Law 107-71, The Aviation and Transportation Security Act. This law gave TSA flexibility that other agencies do not have, but within a framework that ensures fair practices. This framework includes Merit System Principles, 5 USC 2301, which, among other requirements, stipulate that recruitment should be from qualified individuals from appropriate sources; selection and advancement should be determined solely on the basis of relative ability, knowledge and skills after fair and open competition which assures all receive equal opportunity; and all employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management. The Merit System Principles give voice to the expectation that the system is efficient and effective, fair to employees, open to all, free from political interference, and staffed by an honest and competent workforce.

Prohibited Personnel Practices, outlined in Title 5 United States Code 2302, include:

- Illegal discrimination for or against an employee/applicant
- Solicitation or consideration of improper employment recommendations
- Coercion of an employee's political participation
- Obstruction of a person's right to compete for employment
- Influence of any person to withdraw from competition for a position
- Unauthorized preference or improper advantage

- Employment or promotion of a relative
- Retaliation against employees or applicants for filing an appeal
- Retaliation against a whistle-blower
- Unlawful discrimination for or against any employee or applicant for employment on the basis of conduct which does not adversely affect the performance of the employee or applicant or performance of others
- Violation of any law, rule, or regulation which implements or directly concerns the merit principles
- Knowing violation of veterans' preference requirements

Civil Service Interchange Agreement

Because TSA is an Excepted Service agency exempt from most of Title 5 USC, employment with TSA does not confer the "competitive status" that generally results from selection and service in Competitive Service agencies. However, the Office of Personnel Management has established an Interchange Agreement with TSA which allows most permanent TSA employees to apply and be considered for vacancies in Competitive Service agencies.

For more information on the **Interchange Agreement**, go to:

https://ishare.tsa.dhs.gov/Offices/HumanCapital/HumanCapPolicy/Documents/

TSA Policies

TSA has issued a broad range of human capital directives and policies, including Management Directives, Human Capital Memoranda, and other guidance.

These are available at:

https://ishare.tsa.dhs.gov/PoliciesAndForms/Policies/

MAP Offer Management Interface

The MAP Offer Management process is the automation of the stages that a selected MAP candidate goes through, from being selected off of a Certificate of Eligibles, to being on-boarded and going through e-Orientation. The process is based on a workflow of "stages," each of which requires an action from an appropriate processor, such as a TSA Human Resources (HR) Specialist, an HR Access Service Center employee, a MAP offer team member, and the candidate himself (or the Help Desk acting at his request). Although the process is a single automated workflow, with data flowing from each stage to the next, it uses several different tools and interfaces and requires some external actions by the TSA Drug, Personnel Security, and Pre-Hire organizations. The process as a whole always makes it clear what stage a candidate is in so that there is visibility into the hiring process at all times.

Requesting an Account

To access and use the MAP Offer Management Interface you must have an HRAccess account and appropriate permissions. To request an account you must fill out a Systems Access Request and Authorization Form.

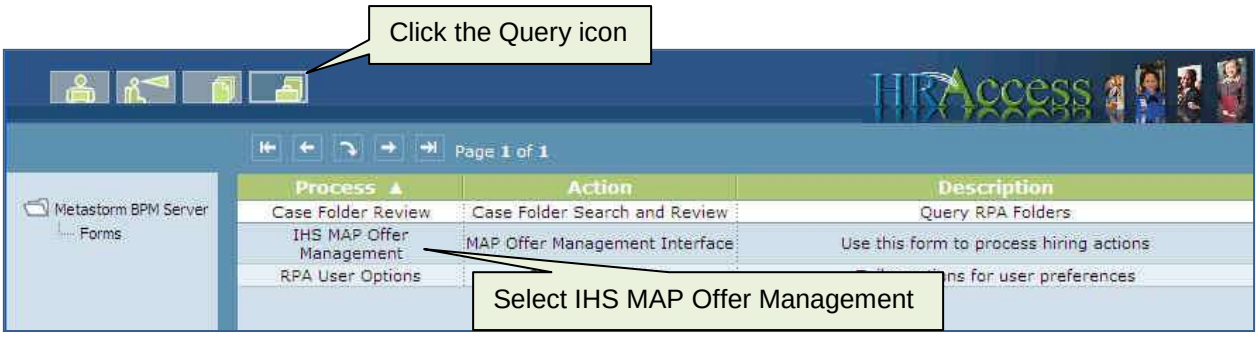
New users can obtain an account request from the **HCInsight Portal** under the Announcement section or by contacting the TSA-HRAccess Help Desk via email: **HelpDesk@TSA-HRAccess.com** or by telephone: **877-TSA-7990**.

Existing Request for Personnel Action (RPA) system users may need to update their account and request explicit authority to use the MAP Offer Management Interface. An account request form can be obtained from the HCInsight Portal under the Announcement section. The link is listed as *System Access Authorization*.

Important Concepts

The automated MAP Offer Management process is comprised of *stages*. At each stage, you can update the status of the candidate, and you can advance the candidate to the next stage, as appropriate.

The MAP Offer Management process is a *role-based* process. Permissions have been established for each of the roles defined in this guide. Only employees with the appropriate permissions can work the authorized stage of the process. The MAP Offer Management Interface is accessed this way:



Note: If you want more information, here are job aids that describe the stages performed by TSA HR Specialists and approvers:

Two-page Quick Guide, located at:

C:\Users\mitchm13\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\N22D3PB2\MAP Offer Management Interface Quick Guide V1.pdf

Full User's Guide, located at:

\\ihopvads1\ihop\Documentation Team\MAP Hiring Manager Guide\MAP Hiring Manager Guide v1\!SSL!\WebHelp\Baggage_Files\MAP_Offer_Management_Processing_Guide_TSA_V1.pdf