

# Candidate Inventory Pre-Implementation Guide

OFFICIAL USE NOTICE: This material is intended exclusively for use by USA Staffing Customers and is not to be distributed without approval from the USA Staffing Program Office. This communication may contain information that is proprietary, privileged or confidential or otherwise legally exempt from disclosure. If you have received this document in error, please notify the USA Staffing Program Office immediately and delete all copies of the presentation.

## What is Candidate Inventory?

Candidate Inventory is an innovative tool within USA Staffing that allows hiring managers direct access to available candidates without the need to undergo a new recruitment. Hiring managers can search for, review, and curate a list of candidates based on specific position criteria (i.e., series, grade, location) within their organization and engage HR to hire them.

Candidate Inventory allows hiring managers within a single USA Staffing Organization (i.e., Navy is an Organization within Department of Defense and Small Business Administration is its own Organization) to source candidates available on active certificates of eligibles. It supports agencies in reusing certificates of eligibles for similar positions across an organization or making non-competitive hires outside of the normal job announcement process. Candidates available in Candidate Inventory will require verification of qualifications and eligibility before receiving an appointment to a position not associated with the original certificate of eligibles.

## How to Use this Guide

This guide is being published before the feature is available for use in USA Staffing so your agency can begin making decisions about how it will complement your current hiring processes.

It is recommended that your agency:

1. Form a team to consider how to implement Candidate Inventory. This team should have the appropriate knowledge of your agency's hiring processes and hiring authorities used.
2. Define and produce guidance for HR Specialist and Hiring Managers to follow when using Candidate Inventory.

## Pre-Implementation

USA Staffing's Candidate Inventory allows agencies the flexibility to use the feature in a manner that best suits their needs. Before implementing Candidate Inventory, agencies need to establish policies and procedures to guide their HR community in properly using the feature. Agencies may wish to roll Candidate Inventory out in a pilot or limited scope by targeting specific occupations, locations, or hiring use cases to establish robust internal guidance and best practices.

To help understand why making these decisions up front is so important, here are considerations that should be addressed and documented prior to implementation:

## 1. Determine which HR users should be able to enable Candidate Inventory for a specific Vacancy.

HR users who have the “Edit Application Processing” permission enabled will be able to configure Candidate Inventory for specific vacancies. Agencies should review which HR users have this permission when planning Candidate Inventory implementations. Limiting which users have this permission is an option for controlling the implementation of Candidate Inventory.

## 2. Determine when Candidate Inventory is appropriate for a Vacancy.

Candidate Inventory allows hiring managers to consider candidates outside a traditional recruitment process, so agencies must determine specifically which noncompetitive, excepted service, merit promotion and direct hire recruitments can be used to populate Candidate Inventory. Agencies should consider their own Direct Hire Authorities, Merit Promotion Plans, and Union agreements when making these decisions. Some example considerations include:

- Do any of these hiring authorities require priority placement (RPL, CTAP/PPP or ICTAP)?
- Does Veterans’ preference apply under the hiring authority?

Does your agency have a collective bargaining agreement that would affect the selection or hiring process? While answering “yes” to any of the questions above does not immediately rule out Candidate Inventory for a given vacancy, there may be additional questions to answer or decisions to document so HR professionals can apply agency policy correctly.

### **Viewing Supporting Documents**

USA Staffing allows HR professionals to configure individual documents as ‘HM viewable’ within a vacancy supporting documents or an applicant record. When a document is configured as ‘HM viewable,’ that document will be visible to hiring managers as part of applicant list reviews and within Candidate Inventory.

### **Announcement Language**

Agencies should include language in job announcements informing applicants that they may opt in to having their resume provided to other hiring managers for consideration. Ensure approved announcement text is provided to HR professionals before implementing Candidate Inventory.

Sample language: During the application process you will have the option to opt-in to make your resume available to hiring managers in the agency who have similar positions. Opting in does not impact your application for this announcement, nor does it guarantee further consideration for additional positions.

### 3. Determine which certificate(s) should populate Candidate Inventory

It is important to adjudicate eligibility/qualifications for applicants being placed on certificates which will be used to populate Candidate Inventory. Populating it with applicants who do not have valid eligibility/qualifications may result in hiring managers targeting applicants who are ultimately ineligible/unqualified and not within reach for selection.

HR users with permission to create and edit applicant lists can configure them to populate applicants into the inventory. HR users should be given guidance on which types of certificates should be used and how they will be managed.

Some example considerations include:

- What is the area of consideration for the recruitment and corresponding certificates?
- Delegated examining (i.e., category rating & rule of three) certificates should not be shared, but if the recruitment was open to both DE and merit promotion, some certificates might be appropriate to share.
- Have eligibility and qualifications been verified for all applicants on the certificate?
- If an agency only chooses to validate eligibility/qualifications for tentatively selected candidates, including candidates from these certificates may lead to ineligible/unqualified individuals being shared in Candidate Inventory.
- Have referred applicants completed rigorous assessments?
- While there is no assessment requirement, robust applicant pools with several highly qualified candidates provide good prospects for hiring managers to consider.
- Are there selection rules which may impact who can be considered?
- For example, the Veterans' Recruitment Appointment (VRA) requires an agency to apply veterans' preference if there are two or more eligible VRA candidates and one or more is a preference eligible. In situations similar to this agencies will need to ensure selection rules are applied correctly for each hiring authority used for appointments.
- When should the referred applicants be added to Candidate Inventory?
- In some cases, sharing candidates as soon as the certificate is issued makes sense. In other cases, it may be better to give the original hiring manager a period of time (e.g., 30 days) to make selections before sharing the remaining candidates with other hiring managers. Agencies that choose to share merit promotion lists should consult their merit promotion and union agreements to ensure they factor in required timeframes and certificate expiration windows.
- How long should referred applicants remain in Candidate Inventory?
- Candidate Inventory is intended to provide hiring managers access to individuals who are actively searching for a job at their agency. Resume information changes over time as applicants gain new experience and complete training and education. Similarly, applicant availability and interest in positions may decrease over time. Agency policy should specify the length of time after a certificate is issued that candidates are visible to hiring managers, keeping in mind that the decision may change as use grows.

## 4. Provide Candidate Inventory guidance to Hiring Managers

All Users with a Hiring Manager profile will immediately have access to Candidate Inventory upon release of the feature. USA Staffing will release the HR configurations described above prior to enabling Hiring Manager access to give the inventory an opportunity to populate with candidates.

Some example considerations include:

- What guidance or training should a manager receive to support their use of Candidate Inventory? (i.e., how to search, what types of hiring authorities are appropriate for sourcing candidates from Candidate Inventory?)
- May hiring managers contact applicants to schedule interviews or other post-referral assessments prior to contacting HR?
- Should hiring managers use specific language when contacting applicants? HR should consider offering sample language hiring managers may use to describe the position, location, and work schedule. HR may also consider including sample language explaining any consideration is in addition to the original announcement and consideration does not guarantee a job offer.

## 5. Identifying and Verifying potential Selectees from Candidate Inventory

Agency leadership should be familiar with Candidate Inventory from both the HR and Hiring Manager perspective prior to implementation so that appropriate policies can be defined and documented. USA Staffing allows hiring managers to generate an email to HR requesting to hire a candidate, so appropriate routing and ownership of that request should be established by HR.

Agencies may wish to establish a central group of HR Specialist to manage the validation and selection process from the point in time when a manager identifies a candidate until the new hire record is created. Hiring managers will have access to candidates across an Organization (as defined by USA Staffing), so the candidate may have originated from a vacancy/certificate in an Office that does not normally provide service to that manager's Customer. By having a central group with access to the entire Organization in USA Staffing, agencies may ease the administrative burden associated with tracking and validating selections.

Some example considerations include:

- Who is responsible for working with the Hiring Manager to validate the selection? Will it be the HR Specialist who issued the original certificate, a central point of contact, or someone else? How should that individual be given access to the Offices/Customers needed to fulfill the request?
- How should HR validate and document that the position the Hiring Manager wishes to fill is similar enough to the position for which the candidate was originally found eligible/qualified?
- How will HR validate and document that the desired candidate is eligible and qualified for the position the Hiring Manager is seeking to fill? HR should consider communicating this to hiring managers prior to hiring managers reviewing available candidates.

- How should selections made from an existing applicant list be documented if the new hire is onboarded into a different Customer? Should the new Customer be added to the existing Vacancy, a note added to the Certificate/Applicant record, or some other form of documentation?
- If the candidate is available on multiple certificates (potentially from different vacancies or certificates targeting different grades or hiring authorities), what process should dictate the appropriate certificate to use for selection?
- Do RPL, CTAP/PPP, ICTAP need to be cleared (again) before proceeding? If so, how will this be documented?
- How and when should an applicant supply file be consulted in determining if the candidate may be selected?
- Are there internal (e.g., bargaining unit agreement) or external (e.g., veterans' preference) selection rules that impact a candidate's ability to be selected from the applicant list(s) they are on?
- How will the candidate be notified of this opportunity/selection?

**All criteria must be met for an applicant to be included in Candidate Inventory:**

	Step 1: Vacancy Setting Enabled	Step 2: Applicant Agrees to be Shared	Step 3: HR Reviews Applicant	Step 4: Applicant on Shared Applicant List	Outcome
Applicant 1	✗	✓	✓	✓	Not shared
Applicant 2	✓	✗	✓	✓	Not shared
Applicant 3	✓	✓	✗	✗	Not shared
Applicant 4	✓	✓	✓	✗	Not shared
Applicant 5	✓	✓	✓	✓	<b>Shared</b>

**What's next**

The considerations outlined in this document are not all inclusive for your agency, but a means to frame internal conversations. Gathering input from stakeholders in your agency's hiring policy office, HR users who perform their duties in USA Staffing and SMEs of your agencies hiring authorities (i.e., Direct Hire Authorities, Merit Promotion Plan, other non-competitive hiring authorities), is important to establish clear guidance on the use of Candidate Inventory.