

Indian Health Service Recruitment and Retention

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Topics –

1. Classification
2. Recruitment
3. Retention
4. Compensation Flexibilities

Classification Overview

Position Classification Definition: The analysis and identification of a position's title, series and grade under the position classification plan established by law.

- Title 5 web site: <https://www.law.cornell.edu/uscode/text/5/part-III/subpart-D/chapter-51>

A Position Description is.....

- An official statement of the major duties, responsibilities, and supervision.
- Describes 3-5 main duties that are regular and recurring.
- Each duty should be no less than 20% of work time, and when combined, must total 100%.
- PDs must be reviewed at least every 5 years and OF-8 updated.**

Types of Work Covered under the General Schedule

Clerical Work

Clerical occupations involve structured work in support of office, business, or fiscal operations. The work is performed in accordance with established policies, procedures, or techniques; and requires training, experience, or working knowledge related to the tasks to be performed. Clerical occupational series follow a one-grade interval pattern.

Types of Work

Technical Work

Technical work is typically associated with and supports a professional or administrative field. It involves extensive practical knowledge, gained through experience and/or specific training less than that represented by college graduation. Work in these occupations may involve substantial elements of the work of the professional or administrative field, but requires less than full knowledge of the field. Technical occupational series follow a one-grade interval pattern.

Types of Work

Professional/Administrative Work: Two-grade interval work up to GS-11; i.e., GS-5, 7, 9, 11. From GS-11 through GS-15, is a one-grade pattern.

- ✓ Professional work: Requires a bachelor's or higher degree and the exercise of discretion, judgment, and personal responsibility in the field (e.g., nurse, accountant, engineer).
- ✓ Administrative work: Involves the exercise of analytical ability, judgment, discretion, and personal responsibility, and the application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management (e.g., program analyst, HR specialist, budget analyst).

Classification-Determining the Grade

Positions are classified, not employees.

The duties which control the qualifications needed and constitute the primary reason for establishing the position are usually grade-controlling.

Some positions involve different kinds/levels of work which are evaluated at different grade levels.

Classification-Determining the Grade

Duties may be grade-controlling if:

- They are officially assigned on a regular/continuing basis.
- They occupy at least 25% of the employee's time.
- The higher level knowledge and skills needed to perform the work would be required in recruiting.

Work which is not grade-controlling:

- Temporary or short-term assignments.
- Performed only in the absence of another employee.
- Performed under closer than normal supervision.
- Assigned solely for the purpose of training an employee for higher level work.

Factor Evaluation System

Factor 1 - Knowledge Required by the Position

Factor 2 - Supervisory Controls

Factor 3 - Guidelines

Factor 4 - Complexity

Factor 5 - Scope and Effect


Also: personal contacts, purpose of contacts, physical demands, work environment for 9 factors in all

Standardized Position Descriptions

Benefits:

- Saves time
- Less paperwork
- Clear/concise PD's etc.
- Consensus of how work is defined/distributed

Limitations/Challenges:

- Work functions/assignments differ by area/location
 - Varying complexity and responsibility
 - Differing mgmt. perspectives on job titles for similar work
 - Budget
- 

Career Ladders

- ❑ All PDs must be created before JOA
- ❑ JOA can be at one grade level with promotion potential to the top grade

Classification Resources

Classification Standards: <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/#url=Standards>

Classifier's Handbook: <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/classifierhandbook.pdf>

Grade Level Guide for Clerical and Assistance Work: <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/functional-guides/gscler.pdf>

Position Classification Standard for Assistance and Technical Work in the Medical, Hospital, Dental, Public Health Group: <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/standards/0600/g0600c.pdf>

Recruitment

“That’s true, we did advertise for someone who works well under pressure”

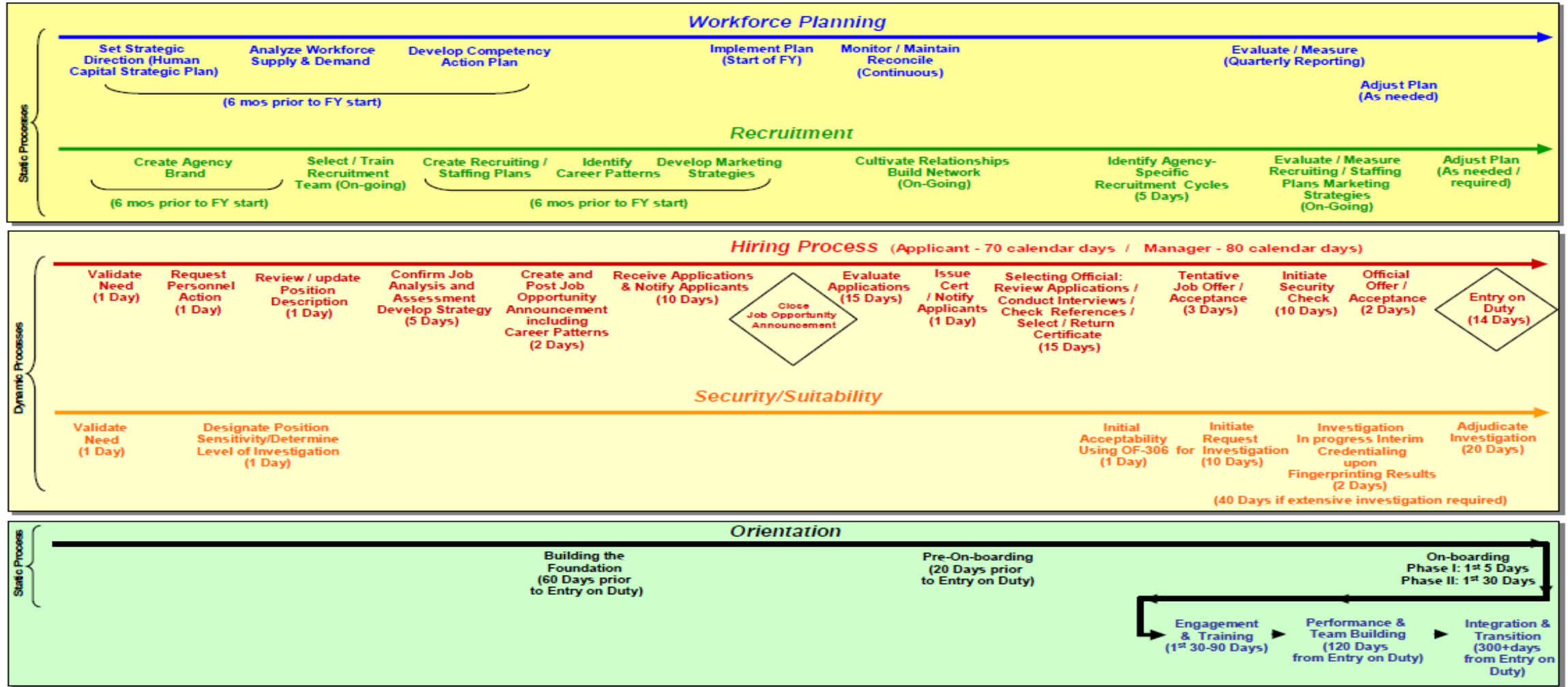


Simplified Hiring Phases



Office of Personnel Management Hiring Roadmap

The Roadmap - A Comprehensive / Integrated Set of Components



Indian Preference

- The intent of Congress was to facilitate Indian self-government
- BIA certification form required
- Qualified and suitable for position
- Indian Preference takes precedence over Veterans Preference

Pre-Recruitment Phase



Pre-Recruitment Phase



Pre-Recruitment Phase

- Request Personnel Action – EHCM – budget!
- Enter HRX automated Classification/Recruitment system
- Write PD if necessary
- Complete Job Analysis (JA)
- Hold Recruitment **Strategic Consultation** between HR/manager

- Create Job Opportunity Announcement (JOA)

Pre-Recruitment Phase

Recruitment Strategic Consultation

- OHR and Program Office partnership
- Historically, success of recruitment efforts
- Who are the target applicants?
- Length of job opening
- Conditions of employment
- Recruitment enticements

Recruitment Phase

- Publish JOA on USAJobs
- Receive applications
- Verify eligibility – e.g. Indian Preference
- Evaluate applications
- Issue certificates
- Notify applicants

Post-Recruitment Phase



Post-Recruitment Phase

Supervisory Responsibilities

- Review candidates' applications
- Conduct interviews
- Check references
- Make selection by returning certificate to HR

Retention Challenges

- Location
- Professional experience, career ladders
- Career growth, training and development
- Burnout
- Leadership turnover
- Compensation
- Vacancies: workload impacts; elevating priority

Compensation Flexibilities

- Service Credit for Annual Leave
- Superior Qualifications/Special Needs Pay Setting (ATM)
- Special Salary Rates
- Performance Awards including Quality Step Increases
- Recruitment, Relocation, and Retention Incentives (3Rs)

Overview of 3Rs

- ❑ Up to 25% of annual salary

For recruitment and relocation:

- ❑ Approval prior to entrance on duty

- ❑ Service agreements required – service (and incentive payments) can go up to 4 years.

- ❑ Best practices/sample docs library (possibly shared via NBOC)

Retention Process

- Likely to leave the Federal government (not another IHS or VA office but tribal organizations are appropriate)
- Level 3 or greater on most recent PMAP rating
- For continuing retention incentives, succession planning is required
- Required documents and guidance:

<https://www.ihs.gov/OHR/pay-and-benefits/pay/>

Checklist for Retentions

INDIAN HEALTH SERVICE CASE CHECKLIST RECRUITMENT, RELOCATION, OR RETENTION INCENTIVE REQUEST

Candidate's/Employee's Name: _____

Proposed Effective Date: _____

HR contact for case: _____

Justification Memorandum (one page generally):

- Nature of action proposed (i.e. recruitment, relocation, retention, or retention renewal).
- Basis for request – the individual's high or unique qualifications and/or a special need for the employee's services.
- Statement that the position is difficult to fill, or in the case of a retention incentive, the employee is likely to leave, in the absence of an incentive (5 USC 5754). Provide specific details, as appropriate. For direct hire positions no "difficult to fill" details are necessary as this decision has already been made by OPM.
- Brief description of position and its criticality to the IHS mission.
- Candidate's/employee's information – short summary of the individual's qualifications.
- For retention – history of any incentives received during IHS tenure.
- For relocation – verification that worksite is at least 50 miles from previous worksite.
- How incentive amount was determined, e.g., based on local labor market, or candidate's salary history. Also, how the payment method was determined (5 CFR 575).

Special Salary Rates

❑ Title 5 special salary rates approved by OPM.

<https://www.opm.gov/special-rates/srsrequest.aspx>

❑ OPM may establish special rates to address staffing problems caused by—significantly higher non-Federal pay rates than those payable by the Federal Government within the area, location, or occupational group involved; the remoteness of the area or location involved; the undesirability of the working conditions or nature of the work involved; or any other circumstances OPM considers appropriate.

Additional Resources

[End to End Hiring Roadmap](https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/reference/end-to-end-hiring-initiative.pdf) : <https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/reference/end-to-end-hiring-initiative.pdf>

IHS Simplified Flow Chart: [Overview of Federal Hiring Process \(ihs.gov\)](#)

Merit system principles and prohibited personnel practices <https://www.law.cornell.edu/uscode/text/5/part-III/subpart-A/chapter-23>

Uniform Guidelines on Employee Selection Procedures: <http://www.ecfr.gov/cgi-bin/text-idx?SID=2a1b96e6f2fe4ab7e4fce3f810c8080d&mc=true&node=pt29.4.1607&rgn=div5>

OPM's Operating Manual for Qualification Standards for General Schedule Positions: <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-policies/>

IHS Sharepoint site – Hiring Toolkit:

<https://collaborate.ihs.gov/sites/IHSHiringTools/SitePages/Home.aspx>

<https://collaborate.ihs.gov/sites/IHSHiringTools/mgmt/Shared%20Documents%20Job%20Aids%20Reports%20Miscellaneous/Fill-A-Vacancy.aspx?PageView=Shared>

OPM 3Rs Guidance - <https://www.opm.gov/policy-data-oversight/pay-leave/recruitment-relocation-retention-incentives/>

HHS Instruction 575-1 – <https://www.hhs.gov/about/agencies/asa/ohr/hr-library/575-1/index.html>



Final Questions



